



**The Candidate and the  
Candidate Department of a  
Foreign Mission Board**

*Price Fifty Cents*

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**Committee of Reference and Counsel  
25<sup>th</sup> Madison Avenue, New York**

BV  
2391  
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1918

# **The Foreign Missions Conference of North America**

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The Foreign Missions Conference maintains on the 19th floor of 25 Madison Avenue, New York City, interdenominational missionary headquarters for the foreign mission boards and societies of the United States and Canada and their constituencies. Here the following agencies of the Conference have their offices:

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The Constitution of the Foreign Missions Conference provides that

"The Committee of Reference and Counsel shall act for the Conference in the oversight of the executive officers, in maintaining suitable headquarters, in arranging for the annual meeting, in coordinating the work of the various committees, boards and commissions of the Conference, and in the consideration of policies and measures relating to foreign missionary interests both at the home base and on the foreign field, in so far as these have not been specially committed to some other committee. The Committee of Reference and Counsel shall also act for the Conference ad interim in all matters calling for executive action, in so far as definite authority and power may not have been committed to other regular or special committees."

An account of the varied activities of this Committee and of its sub-committees during the year 1918 will be found in the Report of the Foreign Missions Conference.

Communications for the Committee of Reference and Counsel may be addressed to the Secretary, Committee of Reference and Counsel, 25 Madison Avenue, New York.

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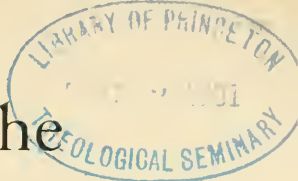
# The Candidate and the Candidate Department of a Foreign Mission Board

Being the Report of a Conference  
Held at the Headquarters of the  
Foreign Missions Conference of North America  
25 Madison Avenue, New York City  
December 3-4, 1918

Edited by  
FENNELL P. TURNER

BV 2391 .N4 1918  
Foreign Missions Conference  
of North America. Committee  
The candidate and the  
candidate department of a

Published by order of the  
COMMITTEE OF REFERENCE AND COUNSEL  
25 MADISON AVENUE, NEW YORK CITY



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## SUB-COMMITTEE ON THE CULTIVATION OF THE HOME CHURCH FOR 1918

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WILLIAM P. SCHELL.

The Conference was arranged by the Sub-Committee on the Cultivation of the Home Church by direction of the Committee of Reference and Counsel, in accordance with the vote of the Foreign Missions Conference in January, 1918, recommending that there be held a conference to consider "the problems of administration, of organization, and of the expenditure of money which bear upon the selection and preparation of missionary candidates."

## INTRODUCTORY NOTE

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At the Foreign Missions Conference held in January, 1918, Dr. W. Douglas Mackenzie, Chairman of the Board of Missionary Preparation, gave a masterly review of what the Board of Missionary Preparation had accomplished since its organization. In this address he strongly urged that there be held a Conference managed by the Foreign Missions Conference for the sole purpose of working out "the problems of administration, of organization, and of the expenditure of money bearing upon the selection and preparation of missionary candidates."

At the conclusion of the address, on motion of Mr. Mornay Williams, it was voted to refer to the Committee of Reference and Counsel Dr. Mackenzie's suggestion as to a Conference on Missionary Candidates.

The Committee of Reference and Counsel, at its first meeting following the adjournment of the Foreign Missions Conference, carefully considered the suggestion and decided to hold such a conference in New York. The Sub-Committee on Cultivation of the Home Church was charged with the responsibility of working out the program and conducting the Conference. The personnel of the Conference was limited to administrative secretaries of Foreign Mission Boards of Canada and of the United States, and to members of Foreign Mission Boards.

The plan of the Committee was to make the program as practicable as possible. The topics were arranged so that much time could be devoted to discussion. As finally adopted the program was as follows:

### PROGRAM

Tuesday, December 3rd

9:30 A.M. The Candidate Department

1. Importance of the Candidate Department (15 min.)  
Rev. John F. Goucher, D.D.

2. Organization and Administration of the Candidate Department (25 min.)  
Rev. Stanley White, D.D.

Discussion

## Introductory Note

- 11:00 A.M. The Relation of the Candidate Department to the Candidate  
 1. Guiding the Prospective Candidate (15 min.)  
 Miss Helen B. Calder  
 2. Selecting the Candidate (15 min.)  
 Rev. Thomas S. Donohugh  
 Discussion
- 12:00-12:30 Devotional
- 12:30-2:30 P.M. Recess for Luncheon
- 2:30 P.M. The Selection of Candidates from the Point of View of Missionaries on the Field  
 Rev. G. W. Sarvis (10 min.)  
 Dr. J. G. Vaughan (10 min.)  
 Discussion  
 The Selection of Candidates from the Point of View of Student Volunteers at Home (15 min.)  
 Mr. Fennell P. Turner  
 Discussion
- 3:30 P.M. The Selection of Candidates for Special Positions on the Mission Field (15 min.)  
 Rev. Cornelius H. Patton, D.D.  
 Discussion  
 Short Term Missionaries (15 min.)  
 Rt. Rev. A. S. Lloyd, D.D.  
 Discussion
- 5:00-7:30 P.M. Recess for Dinner
- 7:30 P.M. The Training of the Candidates  
 Board Utilization of Findings, Reports and Literature of the Board of Missionary Preparation. Mr. George B. Huntington (20 min.)  
 Discussion  
 The Place of Special Training Schools in the Training of Candidates (15 min.)  
 Mrs. Anna R. Atwater  
 Discussion
- 9:30 P.M. Session closes
- . Wednesday, December 4th
- 9:30 A.M. The War and the Candidate Problem  
 1. The Effect of the War upon the Securing of Candidates in Canada (10 min.)  
 Rev. Frederick C. Stephenson, M.D.  
 2. The Effect of the War upon the Candidate Problem in the United States (10 min.)  
 Rev. Charles R. Watson, D.D.  
 Discussion
- 11:00 A.M. Women Candidates and the War (15 min.)  
 Mrs. Henry W. Peabody  
 Discussion  
 The Responsibility of the Boards in Securing Qualified Candidates  
 Rev. James L. Barton, D.D. (15 min.)  
 Discussion
- 12:00-12:30 Devotional
- 12:30-2:30 P.M. Recess for Luncheon
- 2:00 P.M. Reaching and Training Men in the Army and Navy for Missionary Service  
 Robert E. Speer, D.D. (30 min.)  
 Discussion  
 Report of Committee on Findings  
 Adjournment

The Conference was in session December 3 and 4, 1918, in the Conference Room at the headquarters of the Committee of Reference and Counsel, 25 Madison Avenue, New York. There were in attendance 113 delegates, representing 36 dif-

ferent Foreign Mission Boards. The list of delegates in attendance will be found on pages 13-14.

In this volume will be found the papers presented at the Conference, as well as the discussions, which have been carefully edited.

Considerable time was devoted to the devotional periods of the Conference. On Tuesday, December 3, the devotional period at noon was conducted by Rev. Dr. W. B. Anderson, Secretary of the United Presbyterian Board, Philadelphia, who chose as his theme the passage: "Lift up your eyes, and look on the fields, that they are white already unto harvest." (John 4:35.) The devotional period on Wednesday, December 4, was conducted by Rev. E. C. Lobenstine, Secretary of the China Continuation Committee, Shanghai, who chose as his theme: "And I, if I be lifted up, will draw all men to me." (John 12:32.)

At the first session the following Committee on Findings was appointed:

DR. W. B. ANDERSON, Chairman,  
MISS HELEN B. CALDER,  
DR. WILLIAM I. CHAMBERLAIN,  
DR. JOHN F. GOUCHER,  
MISS MARGARET E. HODGE,  
MISS HELEN K. HUNT,  
MR. EDWARD C. JENKINS,  
DR. P. H. J. LERRIGO,  
MISS FLORENCE L. NICHOLS.

This Committee on Findings carefully followed the papers and discussion and at the last session of the Conference brought in its report, which after being discussed and amended was adopted. (See pages 9-12.)

At the next meeting of the Committee of Reference and Counsel which was held on December 5-6, the Committee on Cultivation of the Home Church, through its Chairman, Dr. Corey, presented the report of the Conference including the Findings, and the Committee took action referring the various sections of the Report on Findings to the different Foreign Mission Boards; and it is hoped that action will be taken by

### **Introductory Note**

each Board which will result in the recommendations of the Committee on Findings receiving full consideration by the Foreign Mission Boards of Canada and the United States.

We have included by request in this volume several miscellaneous papers bearing on the candidate problem so that these may be available for those who are studying the subject. (See pages 123-161.)

The Conference had no legislative or executive functions and no Board is bound by the conclusions. This report is published by order of the Committee of Reference and Counsel in response to the demands of the delegates present as well as of the large number of those interested who could not attend.

STEPHEN J. COREY,  
*Chairman of the Conference*



# REPORT OF THE COMMITTEE ON FINDINGS OF CONFERENCE ON MISSIONARY CANDIDATES

Adopted by the Conference on Missionary Candidates held at 25 Madison Avenue, New York, December 3 and 4, and approved by the Committee of Reference and Counsel on December 6, 1918

The Committee on Findings presents the following recommendations for the consideration of the Conference:

## I. *Standard of Qualifications*

Because of the vital importance to the missionary cause of securing for service the best qualified men and women, each Board should be requested

1. To formulate definitely a statement of required qualifications for its missionaries, and
2. To furnish a copy of this statement to the Board of Missionary Preparation.

## II. *Organization*

1. Each Board should have a distinctly organized candidate department composed of a strong committee working with a candidate secretary who makes it his major responsibility, if possible, to discover and cultivate candidates, and to guide them in their training.

*a.* This department should be operated in close connection with the foreign department of its board, keeping in touch with the needs in the fields.

*b.* It should have a budget adequate to enable it to do its work thoroughly.

*c.* It should make provisions for the selection of missionaries for special forms of work, utilizing the service of specialists in making the selection, where such is available, and in so far as possible securing their appointment in the field to such work.

*d.* It should cultivate the sympathy of rejected candidates, and insure their continued interest in the cause of missions.

2. Each Board should be asked to report on its candidate organization to the Committee of Reference and Counsel.

### III. *Selection of Candidates*

1. In the selection of candidates personality should be a primary qualification. The process of selection and cultivation should be carried on in so far as possible through personal contact with the committee and the secretary.

2. Not only should student volunteers be cultivated but well qualified men and women should be sought and should have the claims of the work pressed upon them. Appointment and assignment should be effected at the earliest date possible.

3. The Committee of Reference and Counsel should be requested to appoint a committee to study the various reference blanks, general and special, now in use by the boards, and to formulate some standardized blanks to be then referred to the boards for their consideration.

4. The medical examining work should be most thorough and examiners should be most carefully selected.

a. All boards should unite in using the same examining medical questionnaire and report.

b. In so far as possible all boards should unite in securing the service of examiners. Such unification and concentration of the work of examination upon a few examiners will tend to produce specialists in this line.

c. There should be a preliminary medical examination soon after correspondence is opened with the candidate, followed by special physical training where such is needed, and the medical examination should be repeated as often as necessary.

5. The Report of the Sub-Committee on Medical Missions of the Committee of Reference and Counsel is endorsed by the Conference and all boards are urged to act upon its suggestions. (See page 139.)

### IV. *Training of Candidates*

1. In directing the training of candidates use should be made of the literature provided by the Board of Missionary Preparation.

2. Care should be taken that every candidate has an adequate understanding of the fundamentals of the Christian religion, and at this point the candidate department must insist upon the quality of the training.

3. He should also have an understanding of the fundamentals of international relationships.

4. Because of the new emphasis being laid upon specialized forms of missionary work, the candidate department should make every provision possible to encourage candidates to secure the highest professional training. This development of specialization calls for a more careful definition of terms with

reference to the divisions of the work. Emphasis should be laid upon the fact that the missionary specialist must be as truly a missionary of the Cross as the ordained man.

#### V. *Cooperation in Securing and Training Candidates*

1. The Board of Missionary Preparation should be requested to make an exhaustive study of the subject of the success and failure of missionaries, from data available in the offices of the boards and on the fields.

2. The Committee of Reference and Counsel should be requested to confer with representatives of the Executive Committee of the Federation of Women's Boards of Foreign Missions, the Student Volunteer Movement, and the interdenominational agencies for the purpose of coordinating recruiting methods and campaigns with a view to the securing of due proportions in the presentation of the needs of each organization.

3. When requested by the Student Volunteer Movement the boards should allocate certain missionaries, if possible, to cooperate with the Movement.

4. Candidates whose services cannot be utilized or who cannot be appointed to the form of work for which they are specially prepared, should be recommended by the board considering the application to some other board that can use them to advantage.

5. The candidate departments of the boards might arrange for the services of highly qualified men for short term appointments or for lecture tours in the fields, and the Committee of Reference and Counsel should be requested to facilitate this matter in so far as possible.

#### VI. *Candidates and War Conditions*

1. There are great numbers of qualified men and women, but the need for recruits eclipses all other needs, and this is the opportune time to organize unitedly for the securing of life for missionary service.

2. The following call for recruits, framed by Dr. Stanley White, should be submitted to the Committee of Reference and Counsel as the appeal of this Conference:

*"The Call of the Conference on Foreign Mission Candidates to the Young Men and Women of To-day.*

"The War is over! The battle for the ideals of righteousness, justice and truth has been won. The Victory has cost enormously in money, suffering, sorrow and life-blood. Men have willingly sacrificed everything, including life, rather than yield their principles. They have left a legacy of heroic service that must be neither forgotten nor lost. The banner they have carried forward in war must be held

## Findings of the Conference

high in the days of peace. This privilege belongs peculiarly to the young manhood and womanhood of this generation. The new task will be harder than the old for it will be shorn of the glamour, the excitement and the pageantry of War. The War was won with armies. It will need more than armies to keep it won. It will require men who have the power to see and follow ideals when the world has lost sight of them; men who have the capacity to draw their motives from unseen and hidden sources; men who have wills strong enough to remain faithful and patient when God is working in his ordinary and more deliberate ways. The Christian Church must accept this challenge. Upon the ministers at home and missionaries abroad will devolve the leadership. Our appeal is to those who have heard the call of War. The call of Peace is even more arresting. The War must be interpreted to the Nations of the World. They must realize that spiritual forces are more powerful than material, that righteousness exalts a Nation, that Brotherhood and not rivalry must determine international relationships and that sacrificial service is essential to the World's well-being. These truths are at the heart of the missionary message. They must be carried to the ends of the world. The welfare of the world will depend upon men who have incarnated these truths in their lives and are willing to live for them. The Mission Boards of all the Churches in the United States and Canada have consecrated themselves to this task. They need men and women in larger numbers than ever before. Every phase of the work needs strengthening. The strongest and finest qualities of brain, heart and hand are required. The demand is for ministers, teachers, doctors, agriculturists, technical workers, businessmen. God can use every talent a man possesses. This appeal is to you. We are face to face with a great crisis. It is the day of opportunity for young men and women. Again can it be said Christ has gathered his disciples about him and with greater intensity than ever before is saying:

"Go ye therefore, to all nations teaching them to observe all things whatsoever I have commanded you; and, lo, I am with you alway, even unto the end of the world."

3. There is urgent need of getting the missionary call before young men and women before demobilization has been completed, so we recommend that the Committee of Reference and Counsel immediately issue a strong call for recruits for missionary service, having it endorsed by some leading statesmen and military men.

Respectfully submitted,

W. B. ANDERSON, *Chairman*.  
HELEN B. CALDER,  
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 Wilkins, Mrs. Marietta B., Universalist, Women's.  
 Williams, Rev. John E., D.D., Presbyterian, U. S. A.  
 Wilson, Rev. Findley M., D.D., Reformed Presbyterian.  
 Wolf, Rev. L. B., D.D., United Lutheran.

Young, Mrs. Charles S., American Baptist, Woman's.



## **PAPERS, ADDRESSES AND DISCUSSION**

## THE IMPORTANCE OF THE CANDIDATE DEPARTMENT

REV. JOHN F. GOUCHER, D.D., BALTIMORE

I shall not attempt to discuss this problem because of insufficient time and because of the expectation that the discussion will come from persons in this goodly company. I will, if I may, read a few notes which I have jotted down as suggestions to open the discussion.

1. The missionary is the chosen and commissioned agent of the Church, sent and maintained to interpret God as revealed in Jesus Christ, to the non-Christian world. His supreme obligation is to live and teach the Christ life. He is and should be specially commissioned by the Church as its agent; for he will need its authority in fact and in his consciousness to meet the varied and serious responsibilities which will confront him. Whatever may be the relation of any one person to his discovery and to the assembling of the facts concerning him upon which must be based the judgment as to his fitness, the selection of the candidate should be the function of a carefully chosen, widely experienced and deeply consecrated Candidate Committee, who personally know God, know men and know Missions. The aggregate wisdom of such a Committee, trained for its work, should be appealed to and secured before his appointment, because of the serious responsibilities and far-reaching issues involved in selecting and commissioning each missionary.

2. The missionary is sent out and maintained with consecrated money. The bulk of the money which comes into the missionary treasury is not through large gifts, but represents organized poverty. It is real blood money. In many cases it represents as devoted a spirit and as real personal sacrifice as characterize the missionary himself. The money thus consecrated interprets supreme love for Christ with its passion for service, which make it specially dear to God. He is jealous that it shall not be wasted, but that it shall bring forth much fruit. To use such consecrated money for sending out or for the maintenance of an incompetent agent, when proper care might have secured an efficient one, is taking the sacrifice from off the altar and using it for unholy purposes.

3. The missionary is to be the representative of God to the

## The Importance of the Candidate Department

non-Christian peoples, as though God spoke to them through him. The Divine Commission is "to be His witnesses." No man can witness to that which he does not personally know. The people to whom the missionary is to minister must believe the messenger before they will believe the message. They cannot understand the infinite love of God, the Divine Sympathy, the Fatherhood of God, nor brotherhood in Christ, except as His representatives interpret them in terms of human living.

4. The missionary has a personal right to the most inquisitive, comprehensive and thorough consideration of himself, his aptitudes, his acquirements and his adaptation to the work proposed. In his zeal to serve, the candidate considers himself called to missionary work and assumes that in a foreign field he can invest his life with largest outcome for the Kingdom. Inexperienced and desiring to be directed, he places himself, his life, his future in the hands of the Mission Board, relying upon its judgment for his opportunity. To direct such a spirit without the most consecrated, comprehensive, careful consideration is to handle that which is holy with unholy hands.

5. The missionary's assignment is not a casual affair, nor possibly only a mistake which may be rectified. If it prove to be a mistake at all, it is a disaster. If it is a mistake which could have been avoided, it is a criminal disaster,

a. Because the Church may be seriously compromised by his misinterpretation of its sanctity and its mission;

b. Because consecrated, sacred money would be misapplied and squandered in the sending and maintenance of an incompetent agent;

c. Because the spiritually destitute would be deceived if they looked to the missionary for an egg and he gave them a scorpion;

d. Because by such a mistake the providing of an adequate ministry would be delayed until another and a proper agent could be secured, prepared and sent to take his place; thus the opportunity for that generation at least may have passed forever, or the substitute may be called upon to face indifference or organized opposition;

e. Because of the candidate's misadjustment, he who might have been eminently successful under other conditions has been placed where he will register failure instead of efficiency and his life be blighted, for he may have passed the age of possible adaptation to other work, or have become discouraged because of the unwise treatment he received from those in whom he had placed his confidence;

f. Because in his relation to the missionaries already in the field, the missionary who is a misfit becomes a liability instead of an asset, and instead of proving to be a reenforcement he

becomes a hindrance. It is a serious thing to mar the "esprit-de-corps" of a devoted company, or to undermine its morale. In the face of inherited, entrenched, organized opposition, that spells defeat.

g. Because if it be necessary to refuse a candidate and this be done without tact, in an indifferent, perfunctory or unsympathetic manner, he may become embittered toward foreign mission work. This is not a gratuitous assumption concerning disappointed candidates. Such a possible result is known to those who are familiar with the number of enthusiastic young people who at some time in their lives thought themselves called to foreign mission work, but were not accepted. A few years since, I had free access to the Candidate Committee records of a representative mission board, and I found in the card catalogue the names of

127 who said they would be available for appointment within that year,  
103 for the following year,  
82 others who were under consideration,  
139 more inquiring about service, and  
128 others who seemed on the face of their applications not to be qualified for the work they sought.

That is, the Committee had before it during that year the names of 579 young people who thought it would be their duty to offer themselves for work in the foreign field. These had to be dealt with individually by the Committee which was instructed to recommend somewhat less than one hundred candidates for appointment during those two years. If this half a thousand applicants who could not be accepted had not been treated with the tenderest consideration and given a vision of such other fields of service as interpreted the sympathy of the Church with their aspirations and its intense desire to aid them to the best investment of their lives for Christ, many of them might have been wrecked as to their faith and turned away from Christian service.

In its final analysis success depends upon personality—personality properly adjusted, or the proper man in the right place, i. e., success is the result of exact adjustment of agents and agencies to the objects sought. This is accepted as a truism in secular business, there are manufacturers who employ experts to select their employees and to reassign them as they reveal their aptitudes or want of adjustment to the work assigned. Some of these experts are considered a paying investment at a salary of \$10,000 a year. Other companies maintain expensive training facilities to test and qualify their agents before assigning them. The King's business requires the wisest methods of procedure. In a thorough

organization each unit is so consequentially related to every other unit that success is dependent upon the efficiency of each, therefore we may not say one unit is of superior importance to another. But if, in the efficient administration of a Board of Missions, the value of a unit is to be measured by the difficulties, complexity and opportunities confronting it, it is safe to say no unit is of more crucial importance than the Committee on Candidates, which represents the vital point of contact between the home Church and its foreign interpretation.

## **THE ORGANIZATION AND ADMINISTRATION OF THE CANDIDATE DEPARTMENT**

REV. STANLEY WHITE, D.D., NEW YORK

I have been asked to open the discussion on the Organization and Administration of the Candidate Department. I gladly do so, with a slight hesitancy, however, born of the fact that I realize that suggestions along this line must be recognized as in a measure ideal and in the future so far as their realization is concerned.

What ought to be done is so far ahead of what is being done and what will probably seem practicable that a consideration of this topic must be regarded as the agitation which must always precede radical changes. The suggestions which I make are not theoretical, but the result of more than ten years' experience, during which time I have conducted the correspondence of the Candidate Department of our own Board. They are also made with the full realization that while a measure of success has been attained, in the conduct of the Department, there are many respects in which the results are very unsatisfactory. Certain convictions seem to stand out clearly:

I. Any Board that would carry on the correspondence which is necessarily involved in the proper conduct of the Candidate Department will find that it cannot be conducted if the Board be of even moderate size, without developing a volume of correspondence that will necessitate the most careful handling and its consideration by some one who does not deal with it incidentally but who can carry it as practically the primary work of his office.

Candidate correspondence is not limited to receiving ap-

plications and sending out application blanks, hunting references and passing upon the applicants. There is a constant tendency in this correspondence to become more and more minute so far as the details are concerned. In our own office we are carrying the names of more than three hundred correspondents. It covers people of all grades and of all ages. It begins at the time that some of the young people are entering High School and it continues until they are through the Seminary or other form of specialized preparation. It even deals with men and women in mature life who, for one reason or another, are facing the fact of the possibility of their going to the mission field.

At times some of this correspondence is of a routine character and might be provided for by regular form-letters and under the direction of a competent clerk; but a large part of it is personal and it can only be dealt with adequately by some one who is able to enter into the personal problem of the candidate, to sympathize with him and in a sense put himself in his place. More than that, it is correspondence which will not be satisfactory unless the candidate feels that it is conducted by one who is in *final authority* in the Board and who can speak with definiteness and certainty as to the questions which are asked.

There is a large place for the assistant in a Candidate Department but in much of the correspondence the signature must be from the *head* of the department and it must not be affixed to a letter written by some one else but must manifestly be the evidence that the whole question is understood and has been carefully thought out by the head of the Department himself. One has only to ask himself what he would like to have done with his own son in a matter affecting his life-work to realize the point that I am trying to make. It is very evident, therefore, that the kind of correspondence which is involved cannot be carried on the mind of an individual, a large part of whose thought is occupied with other interests. It must be so organized and correlated in an office in the care of those who understand the details that the facts can easily and frequently if necessary be put in proper sequence and grasped by one in authority very much as a lawyer would grasp his problem when his clerks bring him all the factors in the case.

There is a still further reason why this correspondence requires more adequate handling than at present because of the development in these last few years of the specific preparation for specific work on the part of the candidate. Formerly when the candidate offered himself for general missionary service it was comparatively simple to direct him along a few



broad, general lines either in his preparation as a minister, an educator or a doctor. When he went out to the Mission he was fitted into, or, as one might say, worked into a place of service. At present young people are unwilling, and rightly so, to face missionary service in this attitude of mind. All the colleges are offering specialized preparation.

Young people in this country expect very early in their course through elective systems and otherwise to focus their thought upon a particular kind of work. It is inevitable that those who are going to the Mission Field should feel this tendency and they come offering themselves to the Board as specialists and experts. The tendency manifested itself first in educational work and requests for opportunities to teach in the various grades of schools, in departments of these schools and in particular countries were frequent. After that came the medical work which passed from the stage when men would go out as general practitioners into the time when they offered themselves as surgeons, bacteriologists, etc. The latest phase of this appears in the ministerial candidate who now offers himself not only for general missionary work but frequently as teacher in a Bible school or professor in a seminary. Along a similar line the candidates are very early in their preparation and in the interest of thoroughness acting to be assigned at least to the country where they are to work in order that they may not only study about the country but may adapt their preparation to the historic background of the work they are to undertake.

Not only does this situation require an increased correspondence with the candidate but it should require also increased correspondence of the Candidate Department of the Board with the various fields. During the last year it has been necessary to send special letters to all the missions asking for classified lists of the recruits which were desired: dividing them, first, into those which were immediately necessary to fill emergencies and vital vacancies; second, those who would be needed within the next two or three years; and third, those who would be desired if they would carry out some plans for expansion.

The study and proper care of this large correspondence with the missions require a far better equipped Candidate Department than most boards have. It is perhaps not necessary that I should speak any more in detail of this thing. I hope I have emphasized it so that it can be clearly seen. I do want, however, to make a few practical suggestions for your consideration and to lay special emphasis upon the fact of the delicacy of all this correspondence and the point that it requires to be done promptly, thoroughly and with sympathy. We are deal-

ing with Life at its most crucial point and also with those who are to be the chief asset of a successful mission work. Mistakes almost border on criminal neglect.

One of the most trying features of this candidate work in my own experience, and I fancy if rumors which come to my ears are to be believed that many other candidate secretaries have had the same experience, is in trying to meet the very necessary eagerness of candidates for speedy decision without at the same time giving superficial judgment. Anything in the way of increased equipment which will shorten the time between the candidate's application and a definite answer as to his future, from the Board, is to be advocated.

I do not believe that any Board could have worked the present system more carefully or faithfully than ours, a system which involves not only the gathering of papers but their conscientious review by a secretarial council, but I am frank to say that in my judgment some more satisfactory organization of the Candidate work must be discovered if we are to escape from many serious infelicities. At the present time in our Board we have one secretary who is nominated the Candidate Secretary. It is not the only work of his office. He carries not only the responsibility for the candidate but as a member of the Executive Council must understand and vote upon all matters relating to the missions which come to the Executive Council.

He may also be called upon by the Home Department of the Board to take part in campaigns for the raising of funds as well as to fulfil engagements on many committees and for speaking. I mention this simply to emphasize the fact that he must necessarily be away from his office a considerable part of the time. To supplement this our Board has given him an Associate Secretary who takes care of the technical work and who because of his long experience as a pastor is able also to deal with many of the personal and delicate situations. The correspondence is carried on with the aid of the full time of one stenographer and about half the time of another. The preparation of papers, the keeping of records and the writing of letters is even then a difficult task.

I might also add that there is every prospect that as the work of foreign missions goes on its correspondence will become more involved and delicate, and increase largely in volume. Even should the development of the native force ultimately reduce the necessity of increased reinforcements, which does not seem likely at present, the correspondence that must be carried on in greater detail would probably make up for the decreased number of candidates sent out.

II. Having spoken thus much in a general way of the necessities involved I would make the following suggestions:

1. That a Board of any considerable size, and the smaller Boards in so far as they are able, should have a distinct candidate department, not involved in any other phase of the work save as it naturally touches it through the fact that the men are being selected for all the parts of the work. I feel that the Candidate Department should be included under the Foreign Department; for while its work of searching and selecting is at home its work of preparation is for the foreign field. This Candidate Department should have the oversight of the Candidate work alone, its duties being the discovery, training and selection of suitable candidates for the mission field.

2. The Secretary in charge of the Candidate Department if he were not actually a foreign secretary of the Board should be vitally related to the foreign side of the work so that he should have a full understanding of its problems, its needs and their solution. He can not select men for work in regard to which he is in a measure ignorant. It would seem a natural and almost necessary thing that the Candidate Department Secretary should at least have made a personal visit to the foreign field and have studied the various forms of work at first-hand.

3. In one of the large boards this Candidate Secretary should have an Associate with him and develop under him a department which should largely relieve him of routine and detail and therefore leave him released for the kind of work that is necessary in searching the seminaries and colleges for candidates and in personal visitation to candidates. One of the weaknesses of Candidate work has been the selection of missionaries by correspondence. It is desirable that this be avoided as far as possible. In the fully developed Candidate Department of a large Board it would probably be necessary to have associated with the department a visiting or traveling secretary in the person of some alert and vigorous young man, preferably a detained volunteer, who should assist the secretary in visiting and seeking candidates. There should also be a sufficient stenographic force so that the least possible delay would occur in the answering of letters, the collecting of papers and the appointment of missionaries.

4. It will be readily seen that in order to develop a Candidate Department along these lines it will be necessary to face the question of an increased budget to equip the department. Some time ago I made a study of the added expense it would be to our own Board to develop a department such as I have been suggesting, and I found that it would probably require an addition to our budget, including the salary of an additional

secretary who would take the Candidate Department, of between \$11,000 and \$12,000. This seems a large sum but considering the importance of the problem this would not be an undue increase. I have not been able to get figures to buttress a statement which I am about to make. They are difficult to gather and my time was limited, but I would almost be willing to say that the saving to a Board in a more careful selection of Candidates, which would avoid the sending out of those who have to be brought back because physically broken or unadapted to the work, would in a measure off-set the increased expenditure. It would not be difficult to find several instances where it has cost the Board \$1,000 which could have been saved had the selection been made after a more thorough understanding of the candidate's qualifications. Of course all mistakes cannot be avoided even with the organization proposed.

5. I feel also that a Board should face the problem of setting apart a small fund annually in its appropriations which could be used for the special training of candidates. In our own church and others there are such funds covering specific cases but the amounts are inadequate and they are often given under restrictions which somewhat hamper the candidate.

Not only would such a fund enable the Board to deal with specific cases from the financial point of view but it would put the Board into a close relationship with a candidate, thus revealing the Board's special interest in the Candidate. It would be necessary to guard against the abuse of any such fund, and it would probably be wise to use it only for such candidates as had given evidence of peculiar fitness for the work and special consecration, and probably only for these in the latter part of their preparatory work. There have been many times in my experience when we have been compelled to give a negative decision to a man on purely financial grounds. This could have been avoided if we had had the funds to make possible the necessary training.

6. A Candidate Department so organized would enable the secretary of the Department to attend far more regularly on the Conferences of young people and students than at present, especially during the summer when students are gathered together in large numbers. A Candidate secretary would also be able to keep in closer touch with the schools where missionaries are trained in order to assist these schools so far as possible in coordinating the course of instruction with the development work.

7. If the Candidate Departments of the Boards were organized in this way there should be a greater endeavor to standardize the organizations of the different Candidate De-

partments and also the qualifications of the missionaries, so that all Boards would be working along the same lines. To do this there should be at least an annual conference of Candidate Department secretaries such as we are holding here at this time. There is vital need in my judgment that the young men in the schools and colleges should have a far clearer idea than they have of the high standard which ought to be attained if they are to serve the missions boards and the Kingdom of Christ as they ought. At present the vision which a candidate has is largely dependent upon the attitude of the individual secretary who happens to talk with him. That secretary's opinion is often determined by a tremendous need or an especial vacancy and urgent plea from the Mission so that he is tempted to relax in his standards and judgment. While this may sometimes be necessary, there is room for a general standardization of qualifications which all the mission boards can endeavor to attain.

8. In addition to the development of a Candidate Department and adequate equipment I have come to the conclusion that every Board should have a Candidate Committee of its members. The medical examiner of the Board should, if possible, be on that Committee. This Committee should meet at stated times. Not only should the papers be read by individuals but they should be talked over in the Committee. Special meetings of the Committee should be held if necessary. The Committee should pass not only upon the qualifications but it should suggest assignments through the Candidate Secretary who is in his turn in correspondence with the Field.

This is in brief compass and for the purpose of opening our discussion and indicating the line along which my thoughts have been developing. No one realizes more than I do the many difficulties that will present themselves and the problems which must be solved.

III. One or two points which stand out in my mind as unquestionable are:

1. We owe it to the Candidate to give him far more consideration and counsel than at the present time.

2. We owe it to the foreign mission work to send to the field men specially prepared for the tasks.

3. We owe it to the Kingdom of God that, in the New Era toward which we are moving so rapidly, a new and better prepared type of missionary candidate should be discovered.

Early in the War I came across a circular which was sent out calling for candidates for the aeroplane service. Some sentences from that circular will interest you:



## YOU CAN FLY IF YOU MEET THESE REQUIREMENTS

A flying officer must be between 19 and 30 years of age, preferably under 25.

He must represent the very cream of young American manhood. He must be really a superman, for it costs the Government \$25,000 to put an aviator over the German lines.

He must be mentally alert, well educated, physically perfect, quick in thought and—cool in action. Think of the best varsity quarter-backs you know; they are the right type.

He has been correctly defined as "A Twentieth Century cavalry officer mounted on Pegasus."

He must be mentally, morally and physically qualified to become an officer of the United States Army.

For more information, etc.

Ought we not as those who have been called to deal with the spiritualizing of life throughout the world to have at least as high ideals as those who are selecting men for the material conflicts?

Above all, ought we not to settle this whole question on the basis of efficiency and the aims which we are trying to accomplish rather than to be held back or determine our course by financial considerations?

It is poor policy to save money at the expense of efficiency and thoroughness.

## DISCUSSION

**Dr. Frank K. Sanders:** During my very recent tour in the far East I asked many questions of young missionaries, not very far away from their first year in the field, concerning their experiences, and what they would have to say out of that experience about the methods of gaining, of discovering and of training candidates. Almost uniformly they emphasize the idea of the *personalization* of the process, feeling that the one experience which was too largely omitted during their own first contact with the problems of the mission field was a direct and continuous contact with the responsible secretary. They felt that it would have meant so much to them, in most cases, could they have come into early contact with the secretary of their Board who was to follow their development during the years of preparation.

If it is possible for us to follow the recommendations of these papers, both with regard to the more careful organization of a special Candidate Committee, charged in the last analysis with final decisions, and even more especially with the setting apart of a responsible secretary, whose whole attention is to be given to the general subject of the discovery, the selection and the management of candidates, and who will be enabled by the conditions under which he works actually to give his own personal attention to them one by one, we will go far in solving the problems of the selection and training of candidates.

**Mr. George B. Huntington:** Dr. White referred to the possible saving to the Board by the more careful selection of candidates. I made a study of that for our own Board last year and was surprised, I must confess, at the facts which came to the surface. While they are



not absolutely accurate, they throw light on this very point. The American Baptist Foreign Mission Society sent out in a period of twenty years 233 new missionaries. When I made this investigation about a year ago, 154 of these were in active service on the field. Between 50 and 55 had served less than one full term. Out of 45 cases which I looked up carefully only 12 had served one full term, and the average length of service of those who had been on the field less than one term was 3 years and 8 months.

As I studied the records of the cases, it became evident in as many as ten or fifteen cases that a more thorough process in the selection of the candidate (from a medical point of view, or from the point of view of his general preparation), would have prevented sending out most of those who served only a limited period. The saving as a result of having the machinery for a more careful study of candidates would have been from sixty to seventy thousand dollars.

This is not in criticism of what was done. With the methods and machinery in use then, no other results could have been secured. With the adequate machinery which Dr. White has suggested and which we ought by all means to have in the missionary boards, I am confident that there would have been a large saving in actual cash.

The other point which I wish to emphasize is the importance of giving to the Candidate Department a sufficient staff of helpers, so that the head of the department can give his personal attention to the questions that are raised, in the major part of the correspondence with the individual candidates. In the few years that I had the candidate correspondence for our Board, I became fully persuaded that a man with other things as his chief responsibility simply could not give the necessary attention to the candidate correspondence. I am glad to say that our Board has seen light in the matter and has recently appointed Dr. Lerrigo, one of our former missionaries in the Philippine Islands, as our Candidate Secretary.

**Dr. John F. Goucher:** I would like to make three suggestions.

1. The most difficult problem, possibly, that the Secretary will find will be to educate the Committee. There is nothing more vitally important. I have known of a Committee being partially educated by a person selecting publications and marking certain passages in them which he thought would be particularly helpful to the individual, and sending to him personal notes, simply stating that he had met this recently and thought it would interest him. That was done unostentatiously at various times, with satisfactory results.

2. I think it would be eminently wise for every candidate committee to have a standing engagement with a "Vocational Council." There are men who give their whole time to this work. At considerable inconvenience I put myself in touch with one who has more than a national reputation. I told him I had reached a point in life where I desired to know if there was anything which I might do that was worth while and I desired him to tell me what such employment might be. I had a very interesting talk with him. And I only suggest that I was convinced that this man knew a great many things which would seem uncanny to a person who didn't know how he interpreted facial indications. On careful inquiry I found a great many officers of important institutions who might not care to confess it, but they do this very thing. At very moderate expense, every candidate could be stirred to have an interview with a special Vocational Council, who would give him suggestions as to his aptitudes.

3. The time has come when we must have selective draft, and I think nothing more wise than to have a secretary, or assistant secretary, a traveling secretary, whatever you wish to call him, preferably a returned missionary, wise, sympathetic, full of information, one

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who can give the reason for the faith that is in him, and let him go into the institutions and through grace, wisdom and prayer discover men who have leadership in them, born to achieve. Go to the president of an institution and ask him who are the plus men, find from the professors their characteristics, then go to them and tell them their endowment is a special call from God to His service, appeal to the heroic in them. We must have a selective draft. I would not send them out if they were not earnest, devout Christian men. But that is one direct way of securing their consecration to God, when they know that God who gave them the endowments, is now asking them to invest their lives in His service.

**Dr. Cornelius H. Patton:** When it comes to a final decision as to whether a candidate should be encouraged or discouraged, there is something to be said in favor of placing the responsibility with a general officer of the board, rather than one who is exclusively a Candidate Secretary. It is my observation that correct judgment of men rests more with those who have broad and varied experiences with men rather than with specialists. Two men are preeminently qualified to make wise choices of leaders because their success depends absolutely upon such wisdom. They are the college president, and the head of a big business corporation. I can hardly conceive of a college president delegating the selection of his faculty to a bureau or official designated for that purpose.

Mr. Carnegie frankly states that he considers his success to be due largely to his ability to choose men, to gather around him able leaders as heads of departments. I doubt if he could be persuaded to commit the matter to any one else. The reason to my mind, is that the person who makes a final decision of this kind, needs the broad training which comes from being a man of affairs.

I am inclined to think that the Secretary who is in the administration of the Board, in the very center of it, who knows all the problems, knows the work on the field, who comes in contact with the men there, whose experience is the broadest possible to any officer of the Board, is likely to have more sound wisdom than one who is set apart exclusively for candidate work.

Some of the best judges of our missionaries are not secretaries at all; they are business men on our Committees, who know nothing about the technique of the matter; but because they are men of broad experience, and know men, their judgment is invaluable. I have in mind one particular man, whose instinct in judging men was almost uncanny. I have brought before him candidates whom I have known for years, and followed along with very great care, and he in five minutes would be able to give a judgment which I would feel to be sound. Now, it was because of his broad training, and it had become almost an instinct with him. I am not ready to admit that all the arguments are on the side of exclusive candidate secretaries. I would go this far and say that I think there should be at least one person on the Board who does nothing else but attend to that department, and who may be on the job every day in the year, so that everything shall be attended to promptly and efficiently.

**Dr. Stanley White:** I am wondering if in writing my paper hurriedly I opened myself to the interpretation of the candidate secretary's office and work that Dr. Patton has put upon it. I thought I had made it clear that the candidate secretary should be a full-time secretary of the Board, that he should be in correspondence with the foreign field, that he should sit with full power of voting with the Executive Staff of the Board, and as far as having the slightest thought that he would not be one of the head secretaries of that Board and have a position that would give him that broad vision which Dr. Patton has described

as necessary for final decision, nothing was further from my thought. I would not belittle him, I would magnify him and bring him up to the very point which Dr. Patton has spoken of, where he would be the man who would be qualified by his broad vision, knowledge and study, to make those decisions. He should be in the place of the head man of the business, and the head man in the college so far as selecting men is concerned.

**Dr. Charles R. Watson:** During the past year, through the request of Dr. Mott that I cooperate on some of the Y. M. C. A. activities, I have been very much engaged in some of the problems of the Y. M. C. A. war work, and in the beginning of this year of cooperation there, I was very closely related to the personnel division of the Y. M. C. A. war work; in other words, the machinery that had to do with the selecting of secretaries to go overseas. Some of these secretaries were for the American Army, some of them were for the French Army, some for the Italian, some for the Russian, and some for smaller areas of work, and, as I was seated here listening to the discussion of our candidate problems in the missionary sphere, it seemed to me that I had learned some lessons, or at least had received some suggestions out of this almost unique experience, to me altogether unique, of dealing with the personnel problem of the Y. M. C. A. war work. I do not know that I have really had time to lay hold of my deepest impressions, but I thought it might be interesting just to emphasize a few.

In the first place, one lesson we learned was that we could only secure the secretaries we needed in quantity and in quality *by a process of decentralization*. The effort to discover from one single office the secretaries that were needed proved to be absolutely impossible. You could not get the numbers that way and you could not come near enough to the candidate to be able truly to estimate his character and his worth. When we were in the middle of the year of the war, it was found to be necessary, therefore, to scrap the old machinery for recruiting that was planned on a centralized basis, and to get up new recruiting machinery on a decentralized basis.

At each of these centers there was set up a fully organized office with the Candidate Secretaries necessary to handle the large number of applicants from that District. Keep in mind the fact that we had to secure nearly 300 men each week. It had to be done quickly. There was no time for delay. The men had to get to these great armies overseas.

Now, I have wondered whether our missionary candidate departments are not too greatly centralized; whether really from New York or from Philadelphia, without very marked aid of committees or at least of individuals throughout the country, we can really discover an adequate number of men and women, and whether discovering men and women in numbers, we can estimate their worth as we should.

The second lesson learned was the need of a *trained* recruiting agent or agency. There was the greatest difference in the quality of the men that were sent up to New York, when you compared the output of different areas, the output of different recruiting committees. There were certain committees that had discovered what we wanted, that had set up standards that were worth while, and the material that came from these committees, or from these areas could almost be accepted without further examination, while there were pretty good chances that you would need to reject a large proportion of the material that came from other areas. Now, if we are going to adopt a decentralized plan, if we are going to have throughout the country those who will recruit for us along missionary lines, we will need not simply to appoint them or write letters and ask them to serve us in this capacity,

but we will need really to train them, giving them some very definite information as to the type of man and woman that we want.

A third lesson learned was that we needed to *define our task more closely*. In the beginning of the war work we simply called for secretaries. It was a most indefinite term. It wasn't long before they began to cable to us from France the types of men that they wanted, and the cables would come each week, "Send so many general but secretaries, so many men with capacity to be divisional secretaries, so many men to be motormen, so many to operate the movies, so many accountants." In other words, we really came down to the point of defining the task specifically, and then the results increased in value very, very greatly. The response to the appeal was largely in proportion as we defined the task more definitely. Men who hadn't dared to offer themselves for certain types of service came to light when these new tasks were defined and set before them.

And then, lastly, I want to emphasize this point, the necessity of *taking risk*. I sometimes think that we halt and hesitate, as candidate secretaries, to the point where we are unwilling to take any chances at all; we require the candidate to present a hundred per cent. of certainty to us that he is going to make good for the particular task. Now, we ought to take a risk; we will never get enough men and women without taking risks. It is a small matter to take a man across the sea, and then recall him, if he proves unsuitable after due trial; of course, we ought to be ready to recall men and women. It seems to me better to risk sending out a few who have to be recalled than to fail to discover some who are worth while because we were unwilling to take a chance. Now, I do not mean that we shall take any chances at the point of moral character or Christian experience. I am referring to missionary gifts. Furthermore we must be relentless in recalling the unsatisfactory type. In the Y. M. C. A. war work we have told the executive secretaries overseas to send back the men who were found so imperfect that they were no longer an asset, but a liability, and they have sent them back. But on the whole I do not regret our having followed this policy even though it has involved sending home a number of men, for after all in every task there must be an element of experiment, and many a man finds himself when you try to find him out in the work.

These are simply some impressions that have come to me, out of the Y. M. C. A. war work, and its personnel machinery. Remember, we had to discover 250 men a week. It was a marvelous achievement to find these men in such numbers and get them through all the formalities of passports and equipments and general coaching,—things that we, in missionary circles, would take weeks and weeks for, were done in an hour. We never thought to write a letter, we always sent a telegram to call the man in, and there was a haste and speed that I sometimes think we might well copy in our Board administration, for I remember how some of our candidates have reproached us with the fact that it takes weeks and even months, at times, for them to get decisive replies from our mission boards.

**Mr. F. P. Turner:** I would like to ask Dr. Watson if each one of these centers he refers to was not a well organized bureau in itself, with the necessary committees and secretaries in charge?

**Dr. Watson:** It was. The plan in the terms of our Boards simply means that the Y. M. C. A. War Work Council had greatly multiplied its candidate machinery, and instead of having one candidate committee and the secretaries necessary in charge of the work, there were several committees and many candidate secretaries giving all their time to the work.

**Miss Nellie G. Prescott:** It may be of interest for me to report for

the Woman's Baptist Foreign Missionary Society that our candidate department is linked very closely with our Foreign Department, that for the last two years and a half we have had a candidate secretary, who has given the major part of her time to this work and that for the last year we have had a candidate committee through which the candidate secretary has worked, and the two have reported back to our Foreign Department. I think we all feel that the candidate committee is a very great advantage, and we are really doing more efficient work because we have a candidate committee. I should like to say also that three of the members of the candidate committee were appointed delegates to this Conference and they are present.

**Mr. George B. Huntington:** Our Board is a recent convert—perhaps that wouldn't be quite a fair expression either—but I think our experience has been something along this line: The Board has hesitated on the ground of expense, for one thing. We have a fairly large secretarial expense to start with, and to add another secretary for this specific work seemed to involve a considerable increase in expense at a time when, as some of you may know, our denomination has had more or less criticism of the Board on the matter of home expense.

Another problem which the Board faced, I think, was the question as to whether it was better to have a man who was in a way disassociated from other departments of the work. That idea certainly was presented, that is, that the Candidate Secretary should have this work as his only task; he should be in a department by himself, so to speak. I think our solution is, from our point of view, the wise one; viz., to relate the Candidate Secretary to the Foreign Department in such a way that he will understand very fully and intelligently the work in the field, the needs of the field, the qualifications which the candidate should have from the missionary point of view, and at the same time be free enough from other responsibilities so that he can, as Mr. Turner said, make this his major responsibility.



# THE RELATION OF THE CANDIDATE DEPARTMENT TO THE CANDIDATE

## 1. GUIDING THE PROSPECTIVE CANDIDATE

By MISS HELEN B. CALDER, BOSTON

I would emphasize, first, the importance of the earliest possible contact with the candidate. For most of us this comes as names are received from the Student Volunteer Movement or as we hold conferences with young people concerning their life work.

A great deal of this contact has to be by correspondence in the case of Boards whose territory covers the whole country, but it is most important that it should not all be by correspondence. It should be primarily not official but personal. That takes a great deal more time than official contact, but it means everything to the candidate and to the Candidate Secretary. As the years go on, very personal problems may arise, and if the candidate naturally turns to the Candidate Secretary for help in solving these problems, a great deal of trouble may be avoided.

The Candidate Secretary should enter sympathetically into the experiences of the candidate, which are probably the greatest that have come to him up to that time, both in enthusiasm for a new task and in consecration for life service. While guarding sacredly the new enthusiasm, it is the business of the Candidate Secretary to see clearly that the candidate has the right conception of the work to which he has committed himself. The day is passing, but I do not believe it has yet passed, when the young student volunteers with an entirely wrong conception of what missionary work really is, and it is the business of the Candidate Secretary to make clear what that work is, without in any way abating the enthusiasm of the candidate in his anticipation of it.

The Candidate Secretary must have before him the thought, —perhaps this candidate will not be accepted after all,—for it is impossible always to tell, when you get in touch with a young person in high school, as some of us do, whether that person is to be fitted for missionary service or not. But if we have in mind all through our years of personal contact with a young student the fact that devotion to the missionary cause is a matter of spirit and not of place, if the time comes, as it will to

many of these young people, when we must guide them to find their place of expressing that devotion at the home end, it will be easy.

The turning down of a candidate does sometimes mean a loss of support to the mission cause, but if we can hold the interest and devotion of the young people whom we are unable to appoint as missionaries we have gained a most effective class of supporters in the church at home. No one is more successful in arousing the enthusiasm of others in the missionary enterprise, especially of young people, than the one who has himself the world vision and has offered himself for life service. If he is unable to go himself he may be the means of securing other recruits.

The candidate, as soon as he decides to be a missionary, desires concrete information concerning vacancies in the field. If he is only a freshman in college or still in high school it is impossible to tell him what the vacancy will be which he is to fill, but I have found it a great help, even for such younger students, to be able to put into their hands definite statements of existing vacancies. So I have collected, by correspondence with our missionaries, statements which I have in mimeographed form to put into the hands of any candidates or any who are in touch with candidates. On these slips we have the general requirements for the particular position, the statement of what the vacancy is, the terms of the contract, some facts about the location and environment and the conditions under which the missionary will work, and concrete information about the institution, the school or the hospital or the Bible training school, as the case may be, and a brief bibliography. This supplies candidates who are nearing the time of their appointment with the list of actual vacancies, one of which this particular candidate may be able to fill, but it also provides more concrete information than most of our students have about actual work in the field.

In order to guide the candidates properly the Candidate Secretary must also have knowledge of the educational institutions here at home, especially those for definite training after college work. The Secretary must also be in touch with the changing conditions in home standards of education. It is impossible for one person to possess all this information, and so the Candidate Committee or the Board should have on its membership, or available for consultation, educational experts, medical men and women, who can be consulted concerning the best places to secure special preparation.

Some of the candidates who are brought to our attention are older and will not have the time to get training which they have not already secured. One of the problems which some



of us face is what to do with such candidates who have not had the equivalent of a college course. We can not say that such candidates should be turned down, but it is true that some of them must secure more training. Guidance in such cases is very difficult and can best be based on an intimate acquaintance with the candidate's home environment and natural abilities.

We should emphasize with younger candidates the importance of securing an all round college education. We wish to give advice, when desired, as to selection of majors and minors in college, but I believe it is pretty safe to leave to the candidate the planning of his college course, especially if in his hands are the pamphlets of the Board of Missionary Preparation, which give valuable suggestions along this line.

It is important for the candidate to consider what special type of missionary work he will undertake; that is, he must decide between evangelistic work, medical work, social service, or some form of educational work. If he decides for educational work before he leaves college he must again decide which form of educational work he wishes to undertake. That is especially true of the woman candidate who must choose between kindergarten, primary, normal, or college training, in order to decide what she shall do after leaving college, and perhaps just here the candidate seeks guidance which can be of the greatest value. The secretary knows the vacancies on the field which must be filled, also the type of work most needed, and if the candidate has no special leaning toward one form, for example, of educational work more than another, pressure can be brought to bear to prepare for the work that is most needed on the field.

I wish that we might put more stress on evangelistic work, under a new name if necessary, because I believe the openings on the missionary field for what I like to call Christian social service are going to be increasingly larger in the years ahead. The ordinary candidate has absolutely no conception of evangelistic work, or a wrong conception if he thinks he has one. In talking with one of our missionaries from Japan quite recently, who wants a number of new evangelistic workers for Japan, I said, "It is so hard to get college women who want to do that sort of thing; they want to go out for educational work, or for music, or some other form of service." "Well, tell them to come for educational work," she replied; "call it that if you want to, for we are teaching all the time." She went on to show that any specialty such as hygiene or domestic science or music could be the entering wedge for a large Christian social service. I wish in these larger days that are ahead for our missionary work we might have in mind

some way for presenting the call for Christian social service, to young women especially, in order that we may gain the college women who are wanting to do that sort of thing.

There is the big opportunity before the candidate secretary to guide the general reading of candidates. It is hoped that students who do not take a theological course may have some theological and much special biblical training, but not all of them will be able to get such special training, and it is important that through this reading, which we can direct, they may get some idea of the theological problems of the day, so that they will not be untrained in that very important subject.

At every stage of our contact with the candidate, we have the opportunity to guide in the physical preparation, to bring before the candidate the physical standards of the Board, and to advise as to ways in which the standard may be achieved.

As we are facing to-day the great new task which is the same old task, only with larger significance, we are finding young men and young women who have a new conception of service. We are dealing with young people who want to do big things, and who want to do hard things. One of the most important tasks before not only the candidate secretary, but all the officers and workers in our Board administration, is to bring this same old task into the large place which it ought to have, which it has had in our minds, which it has to-day for the first time in the minds of many people. We must make students see that reconstruction and world brotherhood are simply new names for this great task, and that we are asking them to give themselves to that, and that no preparation is too difficult to make them fit to achieve their share in that big task.

## **2. SELECTING THE CANDIDATES**

BY REV. THOMAS S. DONOHUGH, NEW YORK

To insure the selection of satisfactory candidates it is essential that there should be (1) close cooperation between the Boards and the forces on the field, (2) a careful study of the candidates who are available or an adequate search for those required, and (3) sufficient time in which to make selections upon whose appropriateness we may rely.

Our difficulties come very largely from our lack of knowledge of the exact need on the one hand and of our candidates on the other, together with an urgency of demand and a shortness of time with which we are all too familiar. The

dangers are that we shall act hastily and send some one out whom we do not really know, because "he is the best person available."

It should be evident that work which requires such a comprehensive knowledge of conditions on the field and needs and also of the character and qualifications of men and women cannot be handled as a side issue nor in the spare time of a busy Secretary who has no spare time. Certainly no one who has tried to do the work would say so. The amount of work involved depends, of course, upon the number of candidates required each year, but the character of the task requires a specialist whatever else he may do.

On the whole, past methods have not yielded satisfactory results. Most Boards report a scarcity in the supply of really good candidates together with an alarming increase in the amount of correspondence which yields little in results. This may be due to the fact that the majority of Boards depend only upon those who volunteer their services, whereas modern conditions make it clear that this method must be supplemented by going out after the men and women who have the qualifications required. The competition of business and the professions, of other forms of Christian work at home and abroad, and of "near Christian" types of service draws heavily upon the kind of men and women we want. One of the Secretaries who is devoting himself to this line of service stated at a similar gathering, after making a study of modern business methods, that he "was convinced that his Board was using methods which were perfectly good twenty years ago."

Those who go in and out among the thousands of splendid young men and women in our Colleges and other institutions know that there is no real scarcity of material. Never were there so many students eager for wise investment of life, seeking large endeavor, ready for self-sacrifice, for heroic tasks. This was true before we entered the war. How much more true it is now when hundreds of thousands of our youth had prepared themselves for the supreme sacrifice only to find themselves halted at the very moment of greatest intensity and eagerness. Let us see to it that the need of a world is put before them, the challenge of an opportunity for a life of unselfish devotion which may well command all their awakened powers and ideals.

Many Boards have accumulated long lists of applications of which no careful study or comparison has been made. It should be the business of some one to go over these cases, to secure the necessary information from competent advisers, to sort out those who are worthy of consideration, and to reach a decision as to their acceptability. The same policy should

be pursued with new applications as they come in and with new volunteers as they register their decisions. Too much emphasis cannot be laid upon the importance of early, thorough and conclusive action in dealing with the material at hand and in using this material to the best advantage.

Such lists of applicants shrink when thus studied. The number of candidates available for any one year will almost surely be found to be far short of the number required, and even less satisfactory when compared with the list of needs. Our Boards are ever searching for persons who are qualified for certain positions for which adequately prepared applicants are lacking. The medical situation is a case in point.

On the other hand many Boards lack acceptable candidates because they have not made the necessary effort to train and develop the material which offered itself. It is amazing how candidates grow when wisely led through four years of college and subsequent years of special training. Have we done our share to make them fit?

If the selection of candidates is to be a source of satisfaction we must find ways of increasing our lists, and our store of knowledge concerning those whose training we should direct and to whom we may turn in each case of need as it arises. This involves getting out into the places where candidates of the right sort may be met and where the atmosphere is favorable to missions.

Without doubt the International Conventions of the Student Volunteer Movement would rank first in their direct influence upon the leading students of each quadrennium. The Summer Conferences of the Student Movement are a close second, and offer large opportunity to the Secretaries of the Boards to meet choice students who are giving time enough to settle the great questions of life service and to help them to choose wisely. The week-end Conferences of the Student Volunteer Movement, the Summer Conferences of the Missionary Education Movement, and the increasing number of Summer Institutes of the Young People's Societies also touch young life when it is most open and responsive, and all these are open to the representatives of the Mission Boards. Arrangements should also be made either by the Secretaries or their representatives to visit the colleges, the seminaries, the mission training schools, and the graduate schools in the universities. If adequate preparations are made in advance these visits can become very profitable.

One Secretary in a tour lasting three weeks interviewed more than 175 persons, of whom 130 were well worth following up. Several vacant posts were filled as a direct result. Another tour in three states yielded over 200 interviews with

similar results. Visits to student centers have a direct relation to the matter of selection. They give the Secretary an unusually valuable opportunity not only to become acquainted personally with the candidates but to study their records.

The reference system in general use is far from satisfactory. Some way must be found to arrive at a more accurate estimate of the ability and character of a candidate than is provided by these white-washed and sometimes misleading statements of prejudiced friends. The references given by the applicant should be used merely as a starting point. Each Board should have its own correspondents to whom it writes for reports on applicants. But when visiting a college the Secretary has the opportunity to secure the judgment of faculty members, the student pastors, the secretaries and presidents of the Christian Associations, the leader of the Volunteer Band and, perhaps most valuable of all, of other fellow students. One who is cordially recommended by all of these counselors is a safe proposition to follow up, and this care and attention are needed if we are to hold the confidence of the student body. The reaction from the choice of a candidate may be such as to open or to close the door to the desirable students of an institution for a generation. The same is true of the candidate with reference to his home church and community, and where he has been employed. If we will but limit our selections to those who have the complete respect and loyalty of their friends wherever they have been, we will simplify and lighten greatly the burden of the support of the missionaries whom we send out to the field.

For successful work among students the Secretary must be in a position to give clear and definite presentation of the posts on the field which are to be filled. He should be able to present the work in its larger relationships as well as in some detail. The student is not stirred very deeply by the suggestion of the need of a missionary for Bombay or a teacher of mathematics for Santiago. He wants to think of the evangelization of the masses of India, the redemption of Africa, the need of modern medicine in China, or the development of an educational system for Chile. Show him how he can fit into such a program and invest his whole life and experience and he will listen to your suggestions both for the general and the specific preparation involved.

The Secretary must be prepared for this. The increase of specialization in our colleges makes it necessary to study how to adapt it to conditions abroad. The student must be prepared for life as a whole for he may not be able to go to the field or to remain there. This makes it necessary to have very close cooperation between the mission field and the home office.



In the majority of cases the requests for reinforcements which come in are lacking in definiteness. We are asked to send teachers or doctors and the first intimation of a special need may come in the form of a complaint as to why we send out a teacher of English when they wanted a teacher of science.

Again the requests for immediate reinforcements from the fields frequently come in too late. They do not recognize the fact that teachers in this country sign their contracts for the coming year in March and April and that only the undesirables are left over until the summer. Requests are sent in in June urgently calling for reinforcements for China by September, and, of course, "only the best are wanted for China," but these ignore the fact that the seminaries and colleges have closed and the best students have long since made their arrangements for the year ahead.

For successful work in the colleges and seminaries and for satisfactory selection of candidates, the Secretaries of the Boards should have their lists of needs well in hand before November first, in order to utilize the winter months for selection and appropriate action in order that the candidates needed may be reserved and have ample time in which to make their preparation for departure.

When should candidates be selected? The easiest time to secure choice candidates for missionary service is during the last year in college and seminary, before arrangements have been made for the future. A definite understanding should be sought at that time before advising further or special preparation for the field. The student may assume that he will be accepted if he follows the advice given, and it is positively unfair to reject him later on grounds which could and should have been discovered before the advice was given. For example, a candidate was encouraged to put in several years of preparation for a field, only to be rejected later on account of deafness; another advised to prepare for India, when a careful medical examination would have made it clear that she could not maintain her health in that climate.

Too much emphasis cannot be placed upon the value of an early and thorough medical examination, perhaps repeated from year to year.<sup>1</sup> This would enable many to prepare physically as well as in other ways, and lead to better selection with regard to the field or climate. The Board and Candidate alike need the information such a course provides.

Wherever possible official action should be taken at least

<sup>1</sup> For Boards which have no highly organized plan of examination the services of the Life Extension Institute may be utilized to excellent advantage. The Institute has thousands of examiners in the United States, all giving the same type of examination which is particularly useful in the building up and maintenance of health. The Head Office is at 25 West 45th St., New York.



one year before the candidate is to sail. This will allow time for specific preparation for the field to which he is to go and many candidates would take advantage of such an opportunity if it were given. One cannot blame candidates for declining such a course when the Board declines to say to what field they are to go.

Satisfactory selection of candidates is absolutely impossible if a Board depends upon each year's supply of applicants with which to fill the year's demands. Advance study and plans covering not less than two or three years are necessary to bring the supply of well-prepared candidates and the needs together. If a goodly share of the annual supply is secured well in advance the methods described should provide for the vacancies which remain while at the same time enlarging the supply for the future.

Given the necessary information, time for selection and supply from which to choose, what processes yield the best results?

1. Candidates should not only be selected but graded, retaining eminently superior persons in Class A, while others are graded B, C, etc., in order of merit or demerit. Those in Class A should be followed up closely and every reasonable effort made to secure them for missionary service.

2. To aid in grading, an early and thorough investigation should be made in person and also through correspondence with trusted advisers in Church or colleges, chosen by the Secretary rather than by the candidate. It is an excellent plan to have carefully chosen advisers in important centers to guide candidates and to report upon their qualifications.

3. The importance of the careful medical examination has been stated. The Secretary must become familiar with the work of the examiners and know how to direct candidates to those who can best advise them in their physical preparation.

4. The candidate should be brought into early and constant contact with the reports of the Board of Missionary Preparation and with wise missionaries from the field to which he proposes to go. He should be urged to attend those institutions which will provide the best training for the future missionary, preferably in centers which the Secretary can visit once or twice a year.

5. Whenever possible the candidate should be tried out in actual service at home. It should be demonstrated not only that he has the knowledge but the ability to utilize it with satisfaction and promise.

6. Whenever desired the candidate should be given the benefit of a decision by the final authority, so that he may know just where he stands with the Board. The close contact

with the Secretaries at the headquarters of the Board is very desirable.

7. Training conferences for candidates should be held each year, providing opportunity for close personal acquaintance with Secretaries, missionaries, and other candidates and for the necessary inspiration, instruction and personal guidance so necessary before going to the field.

Methods such as these should lead to a marked increase in the efficiency and degree of satisfaction to be obtained from our candidate work. It should be possible to fill every opening on the foreign field with a man or woman of the highest grade. If we fail to do so it is because we do not make the necessary effort, not because the candidates are not available. The finest young men and women in the world are waiting for us, ready for the Master's service.

## DISCUSSION

**Mr. Frank L. Brown:** I have been a superintendent of a Sunday School for thirty-three years. In all that time, I have never received from any missionary board a request that I should, as superintendent, be on the lookout for young people in our school with qualities of leadership ability who might be steered toward missionary service, and yet I have had a large number of young people in our school who might easily have been directed into those channels. I have wondered at it, wondered why our missionary boards do not go into the Sunday Schools and get that rich material, at the time of life when these young people are being molded by teachers for the very objective of Church Community and World service.

I did get the other day from the Y. M. C. A. a request that I should appoint several of the young men of our school as delegates to a conference at which there were to be presented the Christian ministry, the mission field, a Y. M. C. A. secretaryship, and social service leadership.

I think we should present to these young people in the Sunday Schools a coordinated appeal that would be administered as to its presentation by some one who has the ability of a Hoover, who could do for the Christian Church what he is doing for food conservation. Some one, selected by various interests, should direct this whole enterprise from a business standpoint, so that the Missionary Boards and Sunday School and these other organizations would have a fair chance at Christian leadership. These young people, too, are entitled to know the whole field and reach of Christian service in order to wisely choose their life vocation.

**Dr. Orville Reed:** In connection with the point in regard to the guiding of the candidates, may I report that we are trying the experiment of putting our candidates in touch with an expert in education, who is a teacher in Teachers College. He advises with them in regard to the courses that they are to take, and gives the advice of an expert. We hope we shall have good results from that experiment.

**Miss Kate G. Lamson:** There is one very practical aspect of this whole subject that would perhaps come in more fittingly at another time, and this is the physical preparation and selection of mission-

aries. From my experience it is a most critical and difficult matter, to make sure that the physical preparation is what it should be, and that the physical stamina is sufficient to warrant sending out the missionary to the field. Our medical examiners as a rule are not especially intelligent regarding the climatic or the physical demands upon the candidate after he has reached the field. It is a great problem to know how we shall get around this difficulty, and form wise and far reaching decisions regarding the physical appropriateness of the candidate for the work.

**Mr. Fennell P. Turner:** May I offer two suggestions? Many of the difficulties to which our attention has been called will be solved if we begin early enough with these prospective candidates. I put that down as point number one in answer to several of these questions. Take the matter of directed reading: if we begin early enough there will be no difficulty about the questions which are brought to us by mail, and in personal conversation, which will enable us to direct the reading of the prospective candidate. Take the matter of physical qualifications: one of the questions which always comes in the correspondence which we at this office have with student volunteers, almost as soon as they indicate their desire to become foreign missionaries is, "What are the physical qualifications," "Ought I to get a physical examination at this time?" The points that have been brought out here all tend in the direction of laying hold of these young men and women as soon as they have indicated their desire to become missionaries. By following each prospective candidate these difficulties will be solved during the period of preparation.

May I also emphasize the contribution which the candidate who is not accepted for foreign missionary service can make toward the spiritual welfare of the Church and to the progress of the missionary enterprise within the Church. But if this is done great care must be used in dealing with those young men and women who are not qualified to go abroad. In some boards about one in four of the applicants is selected, in some boards there may not be so large a proportion rejected—but take this for illustration. That leaves three out of the four who are going to remain at home, and if those three are dealt with properly, their inspiration and desire and devotion to the problem of world-wide evangelization will deepen because they have had this desire to become foreign missionaries and their influence will mean much to the Church. I will venture to say that the great progress which has been made in the last few years in our missionary work in all the churches has been led largely by these men and women who have desired to go abroad, but who have been prevented by reasons beyond their own control from going abroad. Time spent on the candidate who cannot be accepted is not lost. We are inclined to deprecate the fact that persons who cannot go abroad ever trouble our offices with calls or with letters. Instead of regretting this, we should welcome every such person and thank God for the opportunity. Every applicant who cannot be accepted should be looked upon as an asset to the work in the home Church—and our Candidate Departments should be organized to deal sympathetically with every applicant. He is an asset to the Church—whether he go abroad or stay at home.

**Dr. Frank K. Sanders:** We must remember that the specialization which is really demanded for a new missionary is not the kind of specialization as a rule that would be required of a missionary in the course of his first furlough, when he was getting ready for his permanent place on the field. Consequently if a young candidate was urged to prepare, let us say for educational service, and if even at the last minute the particular task that candidate had in mind should

happen to be altered slightly, the outcome might not be fatal. Nine-tenths of the training acquired would be entirely available to the candidate in the slightly different educational position that he or she might be asked to take up. We are not looking as a rule in the general missionary service for doctors of philosophy. There is need for a few of them—very few, but such stand out prominently amidst the great number of missionary experts. This larger number is rather composed of men who know their tasks, but are not yet trained into that kind of expertness which makes it difficult for one to think along other than a very narrow line of experience. I feel sure that few, if any, of that sort are wanted on the mission field. The danger, then, we have in mind, when we talk about the training of specialists need not be over-magnified. There is a chance in most cases for the reparation of mistakes, if mistakes are made.

One other thought comes to me, suggested by Miss Calder's remarks, regarding the different kinds of training that should be urged upon candidates. I was greatly interested very recently, in conferences held in the Far East with missionaries, where they discussed this very subject, to have them say repeatedly that if they had anything to do with the training of young candidates, they would recommend to them to use their spare time, as far as feasible, in looking up the way in which Christian work was carried on in our country; to study methods of evangelization as they happen to come across them, to study ways of handling a Sunday School and of directing all kinds of practical work. They thought that would be a wonderfully good training for any young missionary, and that it was available to any alert young candidate incidentally. They hoped that our candidate secretaries would call it to the attention of those candidates with whom they were in touch.

**Dr. Stanley White:** Apropos of the question of the selection and volunteering, perhaps I might pass on something which came to me the other day, and which has given me a good deal of thought because it indicates what has happened through this wartime with reference to this matter of volunteering and drafting. I was told that at one time at Chateau Thierry it was necessary to reenforce a regiment which was hard pressed at the front by another regiment. Word was sent that a new regiment had been ordered to go forward. It happened to be a drafted regiment and its colonel expressed the fear that the men at the front who were volunteers might be tempted to greet them with jibes. Within ten days after they had gone up there, it was discovered that the drafted regiment was the offender and was chiding the volunteers as draft slackers because they had chosen their work while the others had put themselves unreservedly at the disposal of the Government.

The significance of that to me is that it indicates that we have reached a time when young people have gotten a totally new idea of the obligation of service. It is only within a week that I have been at an institution where not only the men who had been thinking about these things before, but every man in a whole class, and some men who had been opposed to foreign missions, opened themselves deliberately to having the whole matter outlined before them again from the point of view of duty; and I think we have reached a time when we, as those who represent foreign missions, have a large opportunity along a line, which would be equivalent to drafting, so far as we can use that method in a place where we have no absolute authority—drafting men rather than waiting for the volunteers seems to be the suggestion of the hour.

**Dr. E. Munson Hill:** I have been impressed with a phase of this work which gives a meaning larger even than the matter of choos-



ing the candidate, which is that we are cultivating missionary enthusiasts as well as gaining actual missionaries.

I have in mind the experience of two young people in our community whom we thought of as missionaries and encouraged along until, after they had been expecting for some time to go, at the last moment, they found they couldn't, and have become very enthusiastic missionaries at home. There was one who went through his college course expecting to be a missionary, but unfortunately he had not had that physical examination at the beginning of his course, and, whereas he told his wife and had her consent, and they had made their plans to go, almost at the last moment he underwent the final physical examination and found he was not competent. There was tuberculosis back in the family somewhere that made the doctor hesitate. The result is that this man is one of the most ardent missionary enthusiasts in our church up there. He became an officer of our home missionary society, and has been a very influential man in gathering missionary candidates.

Now, my point is that these Candidate Secretaries are cultivating the field; and that if we can get at the people in that impressive age of youth, and encourage them along for a little while, so long as we do not keep them "on tenter-hooks" too long, we have awakened in them missionary enthusiasm, so that when the time comes that it is decided they perhaps had better not go abroad, we have gained four or five missionary advocates in the home church, and so our Candidate Secretary becomes a very efficient agent for the cultivation of the home field.

**Mr. W. W. Lockwood:** One phase of this subject that has interested me very much as I have studied the question since coming home is the importance of missionaries having had practical contact and successful experience in this country with the work similar to that which they are expected to do abroad. They think, and in our own inexperience perhaps we are sometimes led to think, that the missionary task after all is something quite different from the task we have at the home end. This is not true to any great degree. Furthermore great emphasis is now being placed on the scholastic end of the missionary's training and the practical end is likely to be neglected. Years of additional specialized training are being required, so that the candidate is likely to arrive at an age when he must go to the field with little opportunity for the training that he should get through experience in performing the practical task.

We would do well to study what some of the large business corporations are doing in the care of their foreign business, such as the National City Bank, or the Standard Oil Co. They are not sending out to foreign posts men without practical experience. They are making a practise of selecting their men, bringing them to their central offices, giving them practical tasks and observing them at work. These companies are going to the colleges, hunting out the prospective graduates and giving them definite calls; following this they are brought to their offices and compelled to spend some time in practical training. This creates executives. The plans of these corporations as discussed in publications recently issued should be most suggestive to us.

From the standpoint of a missionary let me say that I think that the danger is that too many of us get out to the field without having done what you might say "make good" in some definite piece of work; that is we go out to experiment with no achievement behind our work. This should not be true of the foreign missionary who, if anything, must be a leader.

I believe strongly in this type of training for men rather than to

spend a number of years in educational institutions given to theory especially when from sixteen to twenty years have already been given to theoretical training.

**Dr. Frank K. Sanders:** Questions, constantly raised by candidates regarding courses to be taken and by missionaries in regard to the wise use of their furloughs, are very technical. They can only be helpfully answered by some one fully in touch with the existing educational situation as expressed in specific courses available at different institutions in Canada and the United States, who also knows the working of the candidate and missionary mind.

The Board of Missionary Preparation will be very glad to serve the Boards in ways like this through its office which is organized to furnish just such information promptly and with reasonable adequacy. To answer such questions as earnest candidates and missionaries ask to their satisfaction requires a great deal of experience. The Board of Missionary Preparation has gained much of this experience and would be very glad to put it at the disposal of any Secretary. If a Secretary who receives a letter which raises questions so technical that he does not feel wholly competent to answer them would refer such a letter to the Board of Missionary Preparation, it will take all necessary pains to determine the adequate reply, formulating that and returning it to the office of the Secretary in question for him to use as he may choose.

The Board is in receipt of quite a good deal of correspondence of this sort originating directly in institutions in this country from candidates and on the mission field from missionaries. It is our practise invariably to notify the responsible Secretary of the Board in question with reference to queries of any real importance, and to indicate the proposed reply before actually sending any answer. The Board regards such action as primarily of administrative interest and wishes to take no steps which Mission Secretaries do not fully approve.

**Chairman Corey:** I would like to just call attention to the point that Dr. White made a moment ago, and reenforce it a little if I may, with regard to the necessity of really selecting candidates, talking with them concerning some selected task for them.

I had a little experience this last year which taught me considerable with regard to the appeal in putting up a special task to a person. We had two emergencies in the field, and I went to two men who, it seemed to me, had had experience fitting them for this work. Neither of these men had decided for the mission field, although they had thought of it seriously in the past years, and I sat down beside those men and told them we needed them for a specific work in the field, and that we had no one else. In both cases it appealed very strongly to them. They are both preparing to go. I believe we must study the conditions in the field so that we can put up a particular kind of work to these men as we talk to them.



# THE SELECTION OF CANDIDATES FROM THE POINT OF VIEW OF MISSION- ARIES ON THE FIELD

BY PROFESSOR GUY W. SARVIS

University of Nanking

I have been going over the history of our mission in China for the last few years, and have noted that the term of service is shortening, and the frequency of withdrawals is on the whole increasing, and I have been trying to discover the reasons for these facts. I think that the following statements are probably true.

In about fifty per cent. of the cases, being personally erratic was an important factor in the withdrawal. I use the word "erratic"; you may say eccentric, cranky, etc. I think in fifty per cent. of the cases, incompatibility with fellow missionaries has been an important factor in the withdrawal of these missionaries, and I think in about the same number of cases the refusal to accept a decision of the mission with reference to the work of the particular missionary, or with reference to a certain policy, has been an important factor in the situation. Of course, these factors would not all apply to any one individual, but they all imply the inability of the person in question to do team work. Health has probably been the factor next in importance in causing withdrawal from the field. Now, these situations have arisen, I suppose, in many cases partly through lack of tact in the dealing of the other missionaries with the particular individual, but in practically every case there has been some fundamental twist in the make-up of the individual concerned. The missionaries, I believe, are on the whole long-suffering in their dealing with the person who is unable for some reason or other to fit in.

I am not competent to discuss the methods used at home in selecting candidates, but I am impressed with the fact that in too many cases the selection of candidates is under artificial conditions. That is to say we don't get at the candidates where they are. We ask them questions about their beliefs and fail to do other important things, e. g., talk to them about their wives and babies and their problems in their local churches. That is to say, if you want to get at a man's char-

acter, you must get at him in his plain, everyday activities. Somehow or other we must get at the candidate in his normal relations and over a period of time. I don't think that it is possible to decide on a man's fitness in a short interval of time, or by correspondence.

We find it very difficult in the foreign field to deal with a certain type of so-called "pious people." Now, you understand what I mean by that. I sometimes feel like saying we are more troubled by "flagrant piety" than we are by flagrant sin in the foreign field. In other words, balance, normality, and just common sense are the things that we want, and we must find them by studying the candidates as they are under ordinary everyday conditions.

The question of health, of course, is a question for the doctors. I am curious to know how many doctors there are here representing the Mission Boards this afternoon. I have a suspicion that there aren't any. If there are, they are certainly very few. Well, it seems to me the characteristics of the doctors who examine the candidates are absolutely as important as the characteristics of the Candidate Secretary. It isn't a question of physical examination only, but it is a question of going with the candidate into the whole physical health situation in which he is to be placed. We can't avoid breakdowns, of course, and we can't predict breakdowns in every case, but there have been many cases where people have been sent out who were not physically equipped as they should be. I think it is necessary to go into the family health history in a thorough way. That is to say, we can't take the candidate just as we find him physically, but must make a study of him. There is another thing I would like to emphasize from our experience in the Nanking Language School. I hope that the Board Secretaries will use all their power to see that people are fit when they go out, that is to say, that they are not nervously exhausted, that they don't go to the field after months of overwork. I believe that perhaps half of the people who come home during that first year from the language school have come largely because they weren't in fit physical condition when they arrived—simply because they were run-down.

There is another matter which I would not mention if we were not a serious gathering and concerned with exceedingly serious problems, and so I think we can talk frankly. I think the missionary doctor ought to take up with married people who are going out to the field the special questions that concern them. The efficiency of missionary families, their happiness and usefulness, would be greatly enhanced if the Board doctor, in a sympathetic and intelligent way, would take up

with them the particular problems involved in life on the mission field.<sup>1</sup>

Board doctors ought to consult with doctors from the different fields and gather information and data with reference to the particular conditions in each, and then they ought to take up with the candidates in conference the whole question of their health. The health of married women and of children should be specially emphasized.

There is another thing—and that is the question of whether or not we should ask the candidate to commit himself for life service. I believe that missionary work is on a par with all other Christian work,—I don't think it is different in character. Therefore I raise the question whether you have a right or whether it is wise always to say, "This is a life proposition." It isn't necessarily a life proposition from the Board's side. No business firm makes that kind of a proposition, no church makes that kind of a proposition. I think in ninety-nine cases out of a hundred, after a man or woman gets into the mission field and serves his first term, if he has been a success, he is just as likely to go back if you don't talk about life service as if you do. I raise that point simply for your consideration, not to insist upon it.

A point which Miss Calder brought up this morning I had thought of in the same terms—and that is the use of the term "evangelistic missionary." It is like talking about a flying aeroplane to talk about an evangelistic missionary. It is redundant, for one thing, and it is misleading. The thing that comes to the mind of the college student when you talk about an evangelistic missionary is a sort of Billy Sunday activity, and that is as far from describing the activity of the missionary as anything could be. I liked the suggestion of Miss Calder this morning: I had thought of some such phrase as "pastoral social worker," something which implies that he comes to live among men, mix with them and exert his influence as a leader among men. I think the term is most misleading, and those of us who have to do with college students particularly should be very careful in talking about this line of work to indicate that it is, after all, the fundamental work in missions.

All of our mission schools depend on the evangelistic work, and so does the church. So I hope we may discover some term which may describe those activities and will take away that invidious sound which comes from a wrong interpretation of the word evangelistic.

<sup>1</sup> There is a valuable paper on this subject in a small book issued by the Presbyterian Board, 156 Fifth Avenue, New York, under the title "Counsel to New Missionaries."

In the next place, especially in China and Japan, we need men who have the modern outlook in life. I mean men who think of religion in terms of life rather than in formulæ, men to whom religion is a normal thing, men who, therefore, are sympathetic with the people to whom they go. I have thought of it in this way: we need men who do not think that there is a conflict between the God of chemistry and the God of Israel. Now that is a very fundamental distinction and there are missionaries going into the field to-day who take the attitude implied in that antithesis toward the work, toward life, toward religion—men who think of religion as apart from life and as expressed in theology. These men are practically useless in China and Japan and among the educated classes anywhere.

Another question I want to make a suggestion about: the question of the age limit. In the University of Nanking we have had one or two conspicuous experiences with older people going out and doing very efficient service, and there is an increasing number of openings in the field for people of this class with personality and training to get into the missionary work in places where they don't have to learn the language.

May I say here that I think we have emphasized training too much and personality too little. The fundamental qualification of a missionary is personality. Training is important, but you cannot train a person who doesn't have personality; furthermore, personal relationships are the most important relationships—not only in China, but everywhere in the world.

I want to second what Mr. Lockwood said, that experience in life is an essential qualification of any missionary candidate. I believe in training but I don't think anybody should go to the mission field until he has demonstrated his ability to meet a concrete situation in which his own initiative and ability are demonstrated. Therefore I would advocate for any young volunteer a year of teaching, or in some other sort of a situation where he has to meet problems and work them out himself. I think that experience with life is more important in many cases than a year in a special training school. A special training school is apt to be a sort of cloister. This is not necessarily true and the people who run them try to prevent it, but there is that tendency.

I would like to emphasize the importance of candidates being interested in all sorts of practical things, making records of useful information of all sorts, and when they meet men of all kinds to talk with them and find out about their line of business, and all that sort of thing. That ought to be emphasized to the volunteers. It is not only in Africa, where

you have to be a doctor and nurse and teacher all in one, that this is desirable, but even in highly specialized work it is also needed.

If I were to sum up all I have said I would say that we ought to recognize *personality*—ability, and character—as the fundamental, the first and last characteristic of the missionary.

## **THE SELECTION OF CANDIDATES FROM THE POINT OF VIEW OF MISSION- ARIES ON THE FIELD**

BY J. G. VAUGHAN, M.D., SUPERINTENDENT

Methodist Hospital, Nanchang, China

It is a privilege to present to this group a few facts concerning the missionary candidate from the missionary's point of view. With the tremendous program for candidate training that the Board of Missionary Preparation is setting up, it seems almost presumptuous to add anything. But there are a few facts that impress me as I think of the field, that I gladly present for consideration. May I group them under the general subject of "The Deficiencies of Missionary Candidates"?

As a physician the outstanding defect that appeals to me is the physical. True, it is found only occasionally, but still more frequently than it should be found. When one thinks of the methods that our Boards have as a rule followed in the past in examining their candidates, it is no wonder that one on the field frequently meets with instances of breakdown that are pathetic indeed. Failure at this point is generally due to incompetent and hasty examinations. Frequently they are made by busy physicians who think half an hour of their valuable time is ample for the purpose. But in these days of accurate methods of diagnosis and of measuring physical efficiency, no satisfactory physical examination can be made in such a brief time. Again, the method of determining physical examiners is often unsatisfactory. He is generally chosen, not on a purely business basis of efficiency but because he is a member of the church in question.

I believe the time has fully come when we should abolish such inadequate methods. Some boards have already taken steps in that direction. My first suggestion for better physi-



cal examination of our candidates is unification. Let all of the boards concentrate their examining work in the hands of a few examiners located at the chief geographical centers of the country. There should be in New York a chief examiner for the boards who would select these ten or twelve local examiners. These men would then be receiving enough work from the boards to make it interesting and remunerative to them. They would naturally give more study to the effect of Oriental conditions on the American physique.

Besides unification, there should be better organization of the examining work. Better and more complete examining questionnaires should be drawn up, and all records should be carefully filed and used to check back those candidates who, after approval, turn out to be physical failures on the field. I believe there is at present no established custom of carrying back to an examiner his error in passing any candidate who later proves to be physically disqualified for the field. Physicians will be glad to learn of their mistakes in order that they may profit by them.

Together with this file showing accurately the health of our candidates, there should be accumulated data showing health on the field. We would then soon have a store of scientific information that would not only be of great service to the boards, but would have a wide value to the medical profession at large.

As an illustration of one of these candidates who was a physical failure, allow me to cite the following: Miss M., a young woman, nurse, graduate from a good hospital, and also a college graduate. She was, therefore, apparently well trained. In temperament she was sentimental, poetic, hysterical, sometimes morbid. She had written several poems which had been accepted for publication. Several times she had shown slight suicidal tendencies.

When she presented herself to the Board as a candidate her appointment was definitely opposed by one of her nursing supervisors who knew her psychic make-up. She succeeded, however, in passing a physical examination, by a good member of the denomination, a benevolent, kindly physician, who knew the candidate personally and wanted to see her accomplish her ambition. This candidate was sent to the field and in two weeks she was taken very ill from conditions that existed before she left the homeland, and not improving, two months later it was necessary to have a consultation requiring that a busy missionary physician be brought a day's journey for consultation. From then on for a year she suffered a series of acute illnesses with lingering convalescence and constant invalidism. At one time she had a re-



volver under her pillow, contemplating suicide. Of course she was incapacitated completely, as far as any missionary work was concerned. Not only was she inactive herself but a great part of the time she required the nursing attention of busy missionaries. Finally, at the end of a year, she was sent home and several years later was sent to an asylum, an almost hopeless mental and physical wreck.

Other similar cases could easily be cited but this one is sufficient to illustrate the point that I wish to urge, namely, that we must give thorough physical examinations to our candidates before they go to the field.

As far as mental qualifications and defects are concerned, may I say that it seems to me that brilliant scholarship is not as essential as level-headedness, common sense, adaptability, and sweet reasonableness. A capacity for mental industry is necessary but there is no need that one be a special genius. We should distinguish between mental dullness and mental stagnation. A certain degree of mental dullness is permissible but a spirit of mental stagnation is dangerous on the field.

Allow me to cite a case of mental disqualification that came to the field. This case was a nurse. She came out designated as a trained nurse but she was not even a sensible practical nurse. Her inefficiency in nursing and matters of medical care were so striking that missionaries on the field could never understand how her Board could have made such a blunder as to send her out. In manners she was rather loud and coarse and was constantly embarrassing the missionaries by her peculiar mannerisms. She had very low grade mental qualifications, very inefficient training, and manners that were startling both to the natives and to her fellow-missionaries.

In the third place, we frequently ignore a thorough study of our candidates along lines of psychic and social qualifications. We frequently see on the fields the hysterical type who is easily offended or deficient in calm judgment, or given to making and executing poorly considered decisions. Then again we see others who under the peculiar strain of field conditions become easily discouraged and disappointed because of their peculiar temperament—the morbid, taciturn type. Then again we have the careless or inconsiderate type, frequently seen, who fit in very poorly with the Oriental ideas of courtesy, deference and consideration for others. Especially do we Americans need to guard against this, our national fault, of abrupt, outspoken, sometimes crude ill manners, for with the Orientals courtesy and gentle manners rank high.

In the fourth place, as to theological qualifications, we

should not in my judgment be overcautious or exacting in our requirements. It is essential that there should be a deep interest and thorough knowledge of church life and work, but as to the exact theological distinction for most of our missionary workers, in my judgment, a careful exactness is not essential. If one is willing to go to the foreign field for an entirely unselfish and altruistic purpose, and if he has the love of God and his fellow man in his heart, his theology will not likely be any cause of complaint.

A strong religious experience is most desirable but we know splendid characters who do not have that outstanding type of religious experience, and yet who have given proof by the unselfish devotion of their lives and the high grade of their service in foreign lands that they had all the fundamental requirements that Jesus puts upon His servants.

Instances could be cited of candidates who have been rejected on theological grounds to the great detriment of the work. I remember one schoolmate of mine, a splendid fellow, a medical graduate who applied to his Board and in the correspondence that followed he was asked as to his attitude on the inspiration of the Scriptures. Naturally an overconscientious fellow, he overemphasized in his reply his liberal ideas and he was promptly rejected without further inquiry. But he was a man who by his life in the medical school and active work as Bible Class leader and teacher had shown that he thoroughly loved the Book and knew how to teach it acceptably.

So may I summarize in closing, urging that our Missionary Boards raise the standard of medical examinations for our candidates, that in the question of mental efficiency we rely upon the fundamental qualifications of common sense and good training rather than brilliant scholarship; and that we take carefully under our study the psychic and social temperament; and that on the moral and religious side we be not overcautious but hold rigidly to high moral ideals, loyalty to the spirit of Christ and unselfish devotion to the life of service.

## DISCUSSION

**Bishop A. S. Lloyd:** Will some missionary enlarge a little on that psychopathic question? It happens in my organization I am the last man that has to pass on those papers, and it is heart-breaking. I want to know if the missionaries can give me any token by which we can know the signs that mean disaster on the psychopathic side. All the rest of it we can take care of, but that thing which we call temperament causes more distress in my experience than all the rest of the things put together.

**Prof. Guy W. Sarvis:** At least a preliminary medical examination

## The Selection of Candidates

at the time of volunteering, as the Board of Preparation has suggested, is important. I have known a good many people who have been if not embittered, at least greatly disappointed because they have gone ahead with the idea of becoming missionaries, when a physical examination would have shown that that was impossible.

May I say this, that a person of unprepossessing appearance and of boorish manners will practically never make a good missionary? I think that ought to be considered an important qualification. Of course, the Orient is the politest part of the world, and the matter of personal appearance is taken into consideration by all classes in the Orient, and a person who has that sort of manners, whether they are to blame or not, reveals that sort of personality. In practically every case, a person of that type is lacking in tact, and in a consciousness of the point of view of the person with whom he is dealing.

**Rev. E. C. Lobenstine:** The topic we are discussing here to-day is of the keenest interest to us in China. During the past five years a Committee in China has been devoting itself to the study of questions connected with the training of missionaries.

We were much helped by the recent visit of Dr. F. K. Sanders, who came on behalf of the Board of Missionary Preparation to see the missionary at work and to confer with those on the field as to how missionaries can best be fitted for their work.

In China we regard it as of supreme importance that missionaries before coming to the field should understand what Christianity really is, what it is that differentiates it from other religions and makes it the universal religion. We regard it as far more important that missionaries should have a clear grasp of the history of the Christian church, of its contribution to human progress and its message to the world to-day than that they should acquire a large amount of information regarding conditions in the country to which they are to go. Most of this latter kind of knowledge may be acquired after they reach the field, but it is of fundamental importance that before they go out they should understand what it is that we are commissioned to do in the world.

In the matter of specialized training, our Committee in China is of the opinion that one of the most practical, and simple things that could be done here would be to have the Boards agree that education shall rank with theology and with medicine, as a distinct department of missionary work, and that any young man or young woman in college, who volunteers for service on the foreign mission field should have before him or her at that time the choice of at least these three main professions. We are concerned that when missionaries come out they shall be well trained along one of the main lines of missionary activity, so that they may be able to enter upon their work with a fair degree of specialized preparation. It is also most desirable that they should, if possible, have some practical experience, before going to the field.

We rejoice in the large amount of thought which is being given to the securing of a better trained staff of missionaries and are prepared to cooperate with you in helping young missionaries acquire that part of their preparation that can best be acquired after they reach the field.

**Dr. Anna S. Kugler:** The kind of material we need in the Orient is the kind of material that would make a success of life in the Occident. We don't want people sent to India and China and Japan that cannot make a success of life at home. We want the best that America has. We do not want missionaries who have taken short-cut preparation. We do not want medical missionaries who have

been trained at second-rate medical schools. We want them to get their training at medical colleges of the first rank.

**Rev. S. G. Inman:** We of Latin America feel just as those from the Orient have expressed it, the value of personality. One characteristic of the Latin is the value that he places upon the individual. Presidents of countries are elected not because of what they represent in the platform, but because of what they are themselves, individually, and so on down to the smallest office. So a man without personality can really get no following. It is around his personality that institutions are built. So I hope that the Boards will always keep that in mind, in sending missionaries to Latin America.

I wonder if I might say too, that the missionary secretaries ought to carry out their convictions in regard to the fitness of the candidates. The description of one missionary sent to the field given here this afternoon tallies exactly with other missionaries that I know have been sent to the field and the missionary secretaries knew that they had those characteristics. But because of certain promises that they might have made or some friends might have made, or because of some family connections or for some other reason, those missionaries are now on the field. But it will be necessary in six months or a year or two years, according to how long-suffering are the mission and the Board, to return those missionaries to the United States. Now it would have saved broken hearts and broken purposes and a number of other things if missionary boards would have just simply had, may I say, the nerve to speak the word at first that they will finally have to speak.

Concerning training, a method has been tried in our Latin American field recently that seems to me worth while to think about, and that is missionaries going into the government universities in these countries after they have gotten to the field, for special courses. One of our men went to Buenos Ayres and after struggling with the language for some little time, decided that he would take a course in the university. That has straightened out his language question and it has given him contact with the educated classes and friendship with some of the leading people of the city. So I believe we ought to look further into the value of certain missionaries taking advanced courses in the state educational institutions of the country to which they go.

**Dr. John E. Williams:** I wondered whether the Boards might not develop a Medical Committee in New York, where they could have the association of experts in all lines, who would serve all the Boards. The candidates might spend some time, without being rushed or anxious, under the observation and examination of such a Board, trying to determine particularly their fitness on the psychopathic side for the work.

One recognizes how difficult it is to forecast the development of young missionaries after they get to the field. It is somewhat like the artist's work on pottery before it is fired; the stress and strain of the furnace often bring out very different results from those anticipated. Going to a different climate, under different racial conditions, undertaking to learn a language with no roots of association, proves often to be too difficult a test. Then with the missionary it is like being ushered by board decree into a large family where you must like very much your newly provided sisters and brothers. The first requisite is a personality and temperament that can adjust these complex relations, as well as the specialized training which is now required to meet the specialized needs. I should think there would be great advantage in having the nervous and temperamental examination under the medical men.

## SELECTING AND TRAINING LEADERS IN INDUSTRIAL ESTABLISHMENTS

BY MR. PAUL SUPER, NEW YORK

I am going to speak briefly about some of the things that industry and the army are doing in the selecting and in the training of their leaders.

A medieval writer said that in the house of God some pray, some work, and some fight, and by that classification divided men into three divisions, those who are professionally engaged in religion, those who are working men, and those who are soldiers. Let us divide the house of God into three this afternoon, and see what we who belong to that section of the house that prays can learn from the section that fights and the section that works.

A great manufacturer recently said that for fifty years America has specialized on manufacturing processes and on production, to the neglect of personnel, and the result of this is that there is in industry a very large turnover, to use the industrial term. In industry turnover refers to the number of men you employ, to fill a specific position. If you have an average staff of ten men, and you employ ten new men in the course of a year to keep ten positions filled, your turnover is a hundred per cent. If you have eight positions and you employ no new men throughout the year, you have no turnover. Now turnover in industry has been one of the most expensive phases of the manufacturing processes. Industrial leaders say that there are forty million workers in America, and that the turnover is fifty million, that is, that the country engages each year fifty million people to keep forty million on the staff. They figure that seventy-five per cent. of this turnover is unnecessary, and only twenty-five per cent. of it is justifiable. They figure the turnover costs from eight dollars for a common working-man to a thousand dollars for a foreman and that the whole loss in the country each year, largely through turnover, misplaced and untrained workers, is thirteen billions of dollars. Those are the figures of the industrial experts of the country.

Therefore, industry is now coming to divide its processes into five sections, instead of the old four sections: the five sections being, in the first place, production; in the second place, finance and accounting; in the third place, marketing;



in the fourth place, transportation; and in the fifth place, personal relations. Personnel is the thing that is receiving attention in industry to-day.

The problems that are handled by a Personnel Department of a large industry are the problems of employment, the problems of education and training, the problems of safety and health, the problems of thrift and benefits, and the problems of welfare.

In the selecting of men, four or five lines of guidance are followed. In the first place, physical examination, examination as to whether a person is physically fit to engage in the industrial process that industry is contemplating employing that person for. In the second place, psychological tests to indicate aptitude for certain things, psychological tests of an objective nature to indicate ability along certain lines. Dr. Hugo Münsterberg carried this too far a few years ago; the reaction from the extreme to which Münsterberg carried this is now taking place, so that while some people regard psychological tests as valueless, industry is regarding them as valuable.

In a report issued a few weeks ago by Dr. Mann, of the Carnegie Foundation, he advocates that men looking forward to being engineers take psychological tests. Here is an illustration of objective tests: Here is a box, containing six unassembled pieces of machinery, such as a door-knob unassembled, an electric battery, etc. You take the box and pass it over to a man and see how long it will take him to assemble each one of those six unassembled pieces of machinery. If he can assemble them in an hour, for instance, he is a man of average mechanical ability. If he assembles them in half an hour, he has unusual mechanical ability. By that simple test you can find out whether a man has the makings of a mechanic or not. Walter Dill Scott, another psychologist, Thorndike, and other men are working on this problem of psychological tests.

This is not something that is being done merely in the college laboratory. It has passed beyond that academic sphere and is now a practical process that the industries are applying as a basis of choosing men.

The third guide in the choosing of candidates is the careful analysis of the requirements of a specific task. What qualities must a person have in order to work at a loom? Well, a nervous, irritable, highly intelligent girl would not do; in fact, any one of those three qualities would almost unfit a girl to be a loom-worker; but a girl of low intelligence, phlegmatic in character would make a better loom-worker than a bright, quick girl. They are analyzing the kind of people necessary

for specific tasks. They are making that analysis twofold, to find the kind of person that should do this task, and analyzing the individual to find the kind of task that this person should perform.

The turnover in industry falls into two classes, the newer employees and the untrained employees. I dare say you will find each of these conditions reproduced in missionary work. I know we find them reproduced in Y. M. C. A. work. Our great turnover falls into two classes, the newer employees and untrained employees. The solution of turnover in new employees is found in scientific processes of choosing and selecting those who are to be engaged in certain lines of work. The solution of the problem of untrained employees is found in distinct, well-thought-out processes of training the men for these specific tasks.

I returned to the United States a few years ago to take charge of the training of Y. M. C. A. secretaries for the International Committee. I had previous to that time been guided in my own work in training men by the experience of engineering corporations, so when I came to America I at once made a tour, visiting big engineering corporations and interviewing the leaders in those corporations as to how they choose their employees.

I can only speak of one or two things, because I am going to keep very carefully to my time limit. I will take first the Western Electric Co. of Chicago. A man named J. W. Dietz heads the work of training employees. He is a university graduate, an expert engineer. He is one of the men that the Government has recently asked to take charge of similar work, the proper training and placing of mechanics in the army. They have scouts in the various colleges. They carry on an extensive system of recruiting and very carefully analyze the men whom they contemplate employing.

I have brought along some of the material used by the Western Electric, by the Pennsylvania Railroad, by Westinghouse, by Commonwealth Edison of Chicago, by the National City Bank, etc. They have definite blanks that men fill out. They seek information on such points as honesty, scholarship, personal appearance, personal habits, ambition, refinement, approach, health, perseverance, cheerfulness, a long list of qualities carefully studied out. When men make application the corporations go into these various qualities, and they are very carefully sifted, so that when a man has been finally engaged by a corporation he is very likely a man who is going to be a future executive. I am talking about executives only at the present time.

I went down to the Westinghouse in Pittsburg. They em-

ployed at that time fifteen thousand. A man by the name of C. R. Dooley is at the head of the educational work, and he has a staff of three other men giving all their time to this selecting and training of employees. They have scouts in all the different colleges. I said to Mr. Dooley, "I have come to talk to you about the training of executives." "Why," he said, "we don't train executives; we find them." You don't train missionaries; you find them. Of course Mr. Dooley meant merely to emphasize the importance of proper selection of candidates before training is begun.

The emphasis should lie in the original selecting and choosing of the man. We find the same thing true in the work of the Y. M. C. A., and the most important work the Board can do at this end, so far as personnel is concerned, is in training experts who will carefully select and carefully sift those who apply.

I can name corporations in all parts of the country which are employing these careful processes of selecting and training men, and tell you of the different men in different corporations who have charge of this work. They are the keenest, most shrewd, capable men that I have met in the industry in many cases, these men who have charge of personnel.

I wonder if we who belong to that section of the House of God that prays are taking a lesson from industry in putting our strongest, keenest men in charge of this work. I do not know whether we are or not,—I raise the question.

The National City Bank is another great corporation that is carrying on similar processes.

I asked Mr. Dooley how many men they selected. He said, "In 1917 we interviewed 701 men; we approved of 256; we engaged 168."

Let me call your attention to a phase of this very extensive corporation work that is going on in our colleges. I am concerned about it as a Secretary of the Y. M. C. A. One of these corporation men went to a man in the University of Pennsylvania and offered him a position in his corporation, and the student said, "I am very much interested in your proposition, but you are the sixth corporation that has offered me a position to receive training in your corporation, with the prospect of advancing and becoming an executive." Do you and I realize that, far more energetic than you and I, the able representatives of the corporations of the country are going into the colleges and with the most approved methods are picking out the Phi Beta Kappas and the valedictorians, the leading men of our colleges?

You and I, as religious leaders, must use equally successful processes of finding those men who are going to be the future

leaders of the church enterprises. Don't understand me as having any objection to the leaders of industry using the best methods of finding the men they need; I am holding them up as an example of what we as religious leaders should do.

I want to speak of one other thing: the process of rating of men used by the army as a basis for their system of promotion. The army has worked out a very fine process. The army in rating its officers for promotion is using a five-fold basis. These five are: physical qualities, intelligence, leadership, personal qualities, and general value to the service. The men are rated by their immediate superiors, as to their degree of proficiency, or their degree of excellence in these various qualities. A man who is perfect in physique would get 15, perfect in intelligence, we will say, or of very high intelligence 15, leadership 15, personal qualities 15, general value to the service 40. But the basis of this grading is not by abstracting numbers. A man puts down here under "physical qualities" five men whom he knows. He will say "Captain Brown has the finest physique of any man I know, Captain Jones the worst, Captain Smith about the middle, Sanders above him, and Robinson below." Now, we are going to grade Lieutenant Blank on the basis of his value as a Captain. He is about like Captain Smith, the man in the middle of the scale. This gives him a grade of 9 for physique, 15 being perfect.

I brought here several reports to give you a visualization of how seriously corporations are taking this matter. The corporations of the country, those you would most readily name, such as the Westinghouse, Southern Pacific, Pennsylvania Railroad, Western Electric, Edison, are united in what is called the National Association of Corporation Schools; they have a convention annually, based upon careful reports, and here is the report of the last convention. A monthly bulletin is issued by the corporation schools on this matter of the selecting and training of employees, and here is a bound volume of this bulletin. Very attractive literature is gotten out by the corporations, and put into the hands of these men whom they are recruiting.

Here is General Electric of Schenectady, here is Westinghouse, here is Browne & Sharpe, here is National City Bank [holds up pamphlets], here is another one of General Electric, another one of Westinghouse, New York Edison Company, etc.

I have taken these few minutes to try to make this point—that the financial and industrial leaders of our country have come to the conclusion that their greatest source of waste at the present time lies in the improper selection and inadequate training of employees; that to remedy this defect they

are engaging college graduates who are trained experts to devise scientific methods of selecting men and to organize schools for training men; that the army has realized the value of this, and they have devised a scientific process of choosing men for promotion to responsible positions.

We in the Y. M. C. A. are trying to come to an understanding of these processes, and apply them in the work of our organization.

## THE SELECTION OF CANDIDATES FROM THE POINT OF VIEW OF STUDENT VOLUNTEERS AT HOME

BY MR. FENNELL P. TURNER

If one were to estimate the importance which most of our Foreign Mission Boards put on the qualified missionary candidate, by the provision which they make for the training and preparation of the men and women for this service, one would be forced to the conclusion that most of our Societies attached very little importance to the matter of properly staffing the work on the mission field. About once a year at the time when decisions must be made as to the reenforcements to be sent out, the candidate looms up as of some importance. This is not true with the great industrial establishments, as Mr. Super has just been pointing out to us. In these organizations so much importance is attached to the kind of men needed to carry on their business that their Personnel Departments are efficiently organized with able men in charge who are giving all their time to this work. They do not expect the man who is at the head of the Sales Department or the Manufacturing Department to be responsible for finding and training the men needed to carry on their enterprises. But our Boards expect the Secretary who carries the burden of the cultivation of the Church at home or the Foreign Administration to look also after the candidates.

Our young men and women who have become Student Volunteers have a right to expect that their Foreign Mission Boards will have adequately organized departments with competent secretaries in charge to supervise the training, the selection and the appointment of those who offer themselves for the work of the Board. The missionaries on the field have the right to expect that the Personnel Department of the Board will be so organized that they can find the qualified



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men and women needed to do the work on the field. To some of us it is not surprising that Boards have difficulty in getting the men and women needed. And I venture the prediction that there will be no improvement until the Boards gear up their organizations to do the work which must be done if these workers are found, trained, and assigned to the places for which they are fitted. For most of our Boards the workers needed have been found so easily, in times past, that they have not felt the necessity of giving much time and effort to finding the workers required. To no small degree this was possible because the necessity of special preparation had not been recognized.

Not infrequently serious complaints have come because a considerable number of applicants had to be examined before the qualified candidates were found. There is no royal road to an adequate supply of properly trained missionary recruits. If we have been disposed to become discouraged, we should remember what Mr. Super has just reported of the experience of one of these industrial corporations which engaged only 168 men out of 700 who were interviewed. Remember also that the man in charge of that work did not depend on letters and blank forms. He called on these men, interviewed them, and personally investigated their qualifications in the college where they were students.

Student Volunteers would have the Secretaries remember that time and energy and money spent dealing with candidates who cannot be sent to the mission field is not lost. If dealt with in the right spirit and method every Student Volunteer kept at home becomes a valuable asset to the missionary enterprise. It would be easy to give a list of Student Volunteers who have not been sent abroad and yet have become leaders in Foreign Mission work at home. Some of them are in this room. Do any of us feel that the time spent on us when as Student Volunteers we had offered ourselves to our Boards was time and effort spent to no purpose?

In this connection let me emphasize another point which Mr. Super brought out; viz., *the competition which all our Christian agencies must meet* in securing strong men. It is no simple matter for a college student to decide what he is going to do, when he has several of these great companies holding out to him the most alluring prospects—one student is reported to have had offers from six companies. The men who are seeking the ablest of our young men for these business positions do not hesitate to appeal to altruistic motives and aspirations. They fully understand that the best of these college men are imbued with the spirit of unselfish service and they not infrequently point out that these positions in

the great industrial world afford as many opportunities for the betterment and uplift of their fellow-men as if they went into the ministry, or the Y. M. C. A., or into teaching. They are told that large numbers of people will come under their care, that these working people need the help of executives who approach the problem as Christians, and that as Christian men in industry they can bring to pass many things that they could not accomplish if they were to enter the Christian ministry, or the Y. M. C. A. work at home or abroad. Many young men who enter college in response to what they have believed to be a call of God to such work are unable to stand before these arguments. Every year I feel more strongly that unless our foreign missionary Boards organize their candidate departments to meet the present situation, it is going to be increasingly difficult to secure the type of men we must have, not because these men are becoming less interested; for the altruistic spirit and desire to serve is very strong. But there is no use denying the fact that no more subtle temptation can be presented to ambitious young men than the opportunity for material prosperity coupled with opportunities to help their fellow-men. Too often men looking forward to the Christian ministry at home or abroad allow themselves to be persuaded that they can do Christian work as a side issue, while they give their time and energies to meet the demands of business.

Our Student Volunteers ask for no favors. But they do expect prompt and efficient methods to be used in looking after those who have dedicated their lives to the work of the Church abroad. When in response to the calls which have been presented and to the inspiration which comes through various influences brought to bear, a student decides oftentimes after many severe struggles, that he will go to some mission field and in the glow of that decision he writes the office of his Board of Foreign Missions, he should have a prompt and sympathetic reply intelligently dealing with the questions raised. He has made the greatest gift which he can make to the cause. He offers his life. The letter which bears that offer is not a matter of indifference to him. He has given himself and whatever talents he possesses to the work, and it should not be dealt with lightly when it reaches the office of the Board. Some one should be connected with that Board whose primary business it is to see that such a communication receives the attention it requires. But when the applicant receives a routine acknowledgment stating that the Secretary is away and will give attention on his return, etc., etc., it does not generate enthusiasm for the Board. The result of it is that a coldness grows up on the part of that prospective

missionary towards his Board at the very time when he greatly needs encouragement and direction. To be sure that applicant may not be qualified; but we are not going to find men and women who are qualified unless we deal with all of them.

Furthermore, in the future we must supervise and direct the training of our foreign missionary workers if we expect to have them. The work is rapidly growing more highly specialized. We understand better than ever before the training required. Men and women are not going in for such training unless they know there is a reasonable prospect of being accepted. The young man or young woman wants at that time information in regard to the work to which he has committed his life, and he wants it from the person whom he believes is to have the authority to speak for his work. He needs guidance as to his professional training, as to the elective which he shall choose in his next year's course; since he plans to be a missionary he wants to know whether he shall go into medicine, whether he shall go into teaching or theology, and he needs advice as to the course which he ought to choose. He looks to the Board for that kind of guidance. He is sadly disappointed when he does not get it promptly. To the Secretary who has so many different interests to serve, the delay of a reply for a week or two may seem unimportant, but to the candidate who has made this decision a delay in the reply seems very serious. He has put his whole life into the proposition and he expects serious and prompt consideration to be given to the statement of his plans and purposes and all his inquiries. He is loyal to his Board. He is teachable. His confidence is such that he will accept usually without a question the suggestions from the Secretary as to plans for preparation to be made. He expects therefore that the representative of the Board will deal with him with that authority which comes from knowledge, the knowledge of the field such as Dr. White described to us this morning; the knowledge of the conditions which exist on that field and the preparation which he must make if he is to be ready for that work.

He looks to the Secretaries of the Board for an interpretation of the work of the Board, given to him in a sympathetic, understanding way. Every Student Volunteer should feel—and I would like to lay very great emphasis on this—that he is a part of the enterprise. A Student Volunteer recently wrote to me after receiving a letter from Dr. White of the Presbyterian Board that "Dr. White's letter made me feel as if I belonged to the Presbyterian Board." When Student Volunteers feel that they belong to their Board, they will be ready to do whatever the Secretary may suggest in the way of preparation. And this attitude on the part of the Student Volun-

teer is one of the greatest assets of the Board. When Student Volunteers feel this way, it is the fault of the Board if they do not secure the training necessary to fit them for the work of the Board.

Then the Student Volunteer wants the Board to remember that he is immature and is in the process of development. May I refer to an experience which I had with the Secretary of a Board some years ago, who asked me to suggest a man for an opening in one of his fields? I suggested the name of a recent graduate of one of the Western universities. Soon after the Secretary went on a journey in the West and arranged to see the young man I had suggested. When I saw him next I asked him if he saw the young man. In reply he said, "Yes, I saw him, and it didn't take me long to decide that I didn't want him." Now the sequel to this story is that five years afterwards this man was accepted by that Board, sent out to one of their most important fields, and is to-day one of the most valued leaders of that Board. I learned afterwards that in response to a telegram the young man had met the Secretary at the railway station. The opportunity which the Secretary had to study this Student Volunteer was limited to a brief period between trains in a railway station. The Secretary had so many responsibilities which loomed larger in his thought at the time that he did not deal fairly with that Student Volunteer. Had the Secretary taken the time necessary he would have reached another decision as subsequent events proved and that young man would have begun his work several years earlier.

Most Student Volunteers prefer that the Board take the initiative in calling them for specific positions. What was said this morning in regard to the selective draft as applied to selecting men and women for missionary work is true. I recall a conversation I had with a Student Volunteer regarding his mission field. He was a graduate of Princeton College, of Johns Hopkins Medical, and he had had two years in the hospital. I said, "Why aren't you going out under your own Board?" He said, "Dr. So-and-So, the Secretary, knows me; he has known me since I was a student in Princeton. I have been a guest in his house. I have talked with him on various occasions. He never has intimated at any time that he would like to have me go out under our Board. I have thought it very strange. Under the circumstances I cannot apply to my Board."

Now, that man needed the selective draft process. He needed the suggestion from his friend the Secretary. There are many men and women of that type, well qualified for this work, but who hesitate. They have the feeling that it is not

good form to propose yourself for some very important work. Such men need to be approached.

However, in all our talk about the selective draft for missionaries, we must remember that the Boards have no power to compel service. We should not get confused on that point. Laws passed by Congress conferred on the U. S. War Department the authority to compel service in the army. Our Mission Boards do not have that power. There must exist or be created in the young man and young woman the missionary motive before they will respond to our selective draft proposition. It is one thing to extend a call to undertake a piece of work on the field, but if there is not present as a driving force the motive for foreign missionary service the call will be respectfully declined. There is a good deal of experience on this subject. We must keep ever before us the necessity of the work which helps to plant this purpose to become missionaries. This is the work of the Student Volunteer Movement. This work does not always result in actual volunteering, but it has rendered a great service in preparing the way even among those who do not volunteer for men and women to respond favorably to the selective draft processes.

We have passed into a period of specialization in missions. That is one of the reasons why our problem is so difficult. In many of the fields we are no longer in the position where we can take workers who do not have special preparation and send them out to the mission fields as raw recruits. In the earlier stages of mission work this had to be done. The very success of the work on the field makes it necessary to send out men and women qualified to meet the conditions which exist in the field at the present time. As Mr. Lobenstine has just been pointing out, to get the best results in education we must train the men to go into the educational work. We can no longer take the man out of the theological seminary and send him out to do the educational work.

The Student Volunteer wants the Board to make such a study of his qualifications that mistakes will not be made when he is assigned to his work and to his field. When an applicant puts himself without question into the hands of the Board and accepts the decision which the Board makes as to his future, he has the right to know that the most careful and prayerful study of his qualifications and training have been made and that he has been assigned to the place where he can do his best work—at least so far as any of us have a right to expect human judgments to make right decisions. I fear that care has not always been exercised in assigning men to their fields. There comes to mind a Student Volunteer, who, after a brilliant career in the medi-



cal school and in the hospital, had developed into a remarkable surgeon. He was accepted by his Board and sent to work in a mission field where he was assigned to the work of an itinerating medical missionary, where the work was exceedingly important, but for the man in question a very unfortunate use of that man's talents. That man came very near resigning and coming home, not because he was disloyal to his Board or to the work, but because he felt a mistake had been made in his assignment. Fortunately the way opened for him to go to a mission hospital and medical school, where he is to-day a Professor of Surgery and in charge of the surgical department of that hospital. That man would have been lost to the work if this way had not opened up for him to get into the kind of work for which he was peculiarly fitted by training and temperament. Sufficient attention had not been given to a study of that man's qualifications.

In concluding this statement of the problem from the point of view of the Student Volunteer may I sum up briefly what our Student Volunteers have a right to expect their Boards to do as follows:

(1) To begin with every one of these young men and women who volunteer at the very moment that they decide they want to be missionaries (at least as soon as their names are brought to our attention), and deal with them as earnestly, as conscientiously as if we expected to send them out the next week. The Freshman who will not be ready for five or six years deserves as much attention as the senior who will be available to-morrow. But under our present system, we spend our time on the senior, or the man who will be available during the current year, forgetting that there is going to be a period of five or six years hence when we are going to need the man who this year has just decided that he wants to be a missionary.

(2) To keep in sympathetic touch with him by correspondence and as often as possible in personal interview all through his period of preparation, encouraging, advising and directing his training.

(3) To be frank in telling him, as soon as it becomes evident, that he does not have the qualifications necessary for foreign mission work.

(4) To study his qualifications and training and assign him to the work and the field where he can find the largest scope for his talents.

(5) To seek qualified men and women wherever they are to be found (whether Student Volunteers or not), and after being satisfied as to their qualifications extend to them definite calls to specific positions on the mission fields,

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(6) To organize the work of the Candidate Department with an adequate staff so that every Student Volunteer will receive promptly the help which he needs in his attempts to prepare himself for foreign missionary service.

However much we may delay organizing the candidate work of our Boards to render such service to the young men and women who believe that they should become missionaries sooner or later we will find it necessary if we are to get the workers needed. Even then we will have difficulties enough in our effort to find all the qualified workers needed. If that is to be done we must have officers who are not so burdened with other responsibilities that they cannot give adequate attention to the training and selection of candidates.

## **THE SELECTION OF CANDIDATES FOR SPECIAL POSITIONS ON THE MISSION FIELD**

BY REV. CORNELIUS H. PATTON, D.D., BOSTON

I have just had placed in my hands an envelope containing a thousand dollars in War Savings Stamps, from a lady who is interested in our work. This good lady several years ago happened to meet one of our medical missionaries from Turkey, Dr. Shepard, and the ability and character of that man so impressed her that she then and there conceived a great interest in missionary work. This gift of \$1,000 is to be credited to Dr. Shepard's personality.

I wonder if you have thought what an important bearing it has upon the cultivation of the home field that we should be exceedingly careful about the men and women we select as missionaries.

A while ago I received a gift of ten thousand dollars from a man because he heard two distinguished missionaries from China. He said, "I never dreamed that men of such ability and power were going out to work among the Chinese." But remember there are men who have obtained the opposite impression of missionaries. I am convinced that a good deal of the indifference and unbelief in respect to foreign missions is due to the unfortunate impressions made by mediocre missionaries while on furlough. The reaction upon the home church when you send out inferior people in the matter of personality and ability is an important factor in our discussions.

While sitting here this morning I jotted down the different kinds of missionary candidates with whom I have dealt in the last seven days. I did this purely from memory, I may have overlooked quite a number; but those I recall having dealt with during the past week are: a physical work director from Massachusetts, a bacteriologist from California, a business agent from Kansas, a hospital manager from Massachusetts, a bank cashier from Vermont, an electrical engineer from New York, a woman educator from Canada, and I meet this evening a group of doctors and nurses in one of the New York hospitals. Curiously enough there is not a minister in the list, not one ordained man appears there. But of course that was a mere accident, since the ordained missionaries have been and are the backbone of the work. Now, such a list as that was unheard of fourteen years ago, when I came into this work. We had then our simple classification of missionaries very much as it had been for fifty to seventy-five years.

What are the causes of this specialization? I have jotted down four. First, the development of education in the United States. I refer to the high degree of specialization in our colleges and professional schools. These candidates are the products of this process. If you object to the situation, if you wish you had more general workers, your quarrel is not with them but with the American system of education; it is with the times in which you live. Don't lay it up against these young people if they come to you as physicists, chemists, social workers, physical directors, business managers; they have been made what they are by the curriculum in their colleges.

Second, the demand for efficiency in the business world puts a tremendous emphasis upon a person being able to do one thing and to do it well. Specialized efficiency is ingrained in the minds of our young people. They no longer are willing to be generally useful.

I would mention the third cause, the woman's movement. There are two daughters in my home, one of them has recently graduated from college, and my wife and I comforted ourselves with the idea of her spending several years with us in the home. Not a bit of it. She proposes to have a profession, and in a few weeks she is coming down here to New York to enter the Presbyterian Hospital Training School for Nurses. Down in my heart I honor her for it. The other one is in college. When she came home recently she informed us she intended to become a bacteriologist—of all things. Where she ever got that notion, I don't know. She never got it in our house. I lay it up to the woman's movement.

This thing is in the very atmosphere of our colleges. These girls are going to have a profession, and when they offer themselves to mission boards they are going to offer themselves in a professional capacity.

Fourth, the development of the work on the foreign field. As boards, we have not kept pace with the specialization at home, but we have made a good deal of progress. We have departmentalized most of our missions and we are specializing in each department. We employ practically every class of educator now, and these young people, of course, know that fact. They are coming to us as specialists because of the demand for specialists.

To pass to the problems which are raised by this tendency, I have noted five. The first is, how to secure real but not narrow specialists. I agree thoroughly with what Dr. Sanders has said about our not desiring missionaries who are such ardent specialists that they can think only in the terms of their own profession. Such workers are disqualified from taking broad, comprehensive views of life. We don't want such, and yet we want genuine specialists. We want, as one of the speakers said, to send into the foreign field our best. We must get rid of the idea, here are some people who would not be of much account at home, but may do in India or Africa. I wonder if we are entirely free from that notion. I know that the persons to whom we write for testimonials are not free from it. I have discovered again and again, when I begin to probe, that a person will say of this particular specialist, "Oh, well, he is not of much account, but he will do all right for foreign missions."

We need to be on our guard against forcing a candidate into a position which needs filling sorely, but for which that person is not well qualified. We are in danger of doing the mission a great injury and the candidate a greater injury by yielding to pressure and placing general workers in positions where only specialists can succeed. Our Board made that mistake a while ago. A hospital needed a business manager. Here was a man for whom we had been trying to find a place for a long time. He didn't fit any particular job, but was an earnest fellow and determined to reach the field. We thought he might do as a hospital business manager. We took the risk and sent him out. It was not six months before he demonstrated himself to be more of a nuisance than a help, and had to be sent home. Think of the cost of that experiment.

Here is a college asking for a physicist. Now, a physicist isn't a chemist, or a teacher of zoölogy, and just because a young man did take physics seven or eight years back doesn't

mean that he is capable of teaching that subject. If you send out such a man he will soon be discredited. You are not doing the college any benefit; you are not doing him any benefit.

Another problem which will be in the minds of all is that of securing a true missionary purpose on the part of these special workers. I know there is a feeling among some of the Secretaries that there is not the same degree of consecration on the part of specialists as there is on the part of the old-time, all-around missionary. One secretary made this remark: "We used to have young people coming to us offering their lives; to-day they come to us seeking for positions." The implication was that the candidates were trying to get rather than to give. We need to be on guard against doing a great injustice to these young people. It is not a question with them as to consecration; it is a question as to what they shall consecrate. Shall they consecrate some fictitious life which they don't possess, which the Mission Board thinks they ought to possess, or shall they consecrate the actual life which God has given them? Shall they go into a work for which they are providentially fitted, for which they have struggled and sacrificed many years, or shall they try to make themselves believe that they should attempt something quite different? Who has the right to call the voluntary dislocation of one's life plans consecration?

And yet there is a danger there—there is no question about that. There is the danger of an undue degree of professionalism creeping in. It is a fact that the strict specialist is liable to be somewhat narrowed, not only in his outlook upon life, but also in his spiritual and moral enthusiasm. He has devoted himself so intensely to a particular department of learning that the other departments have been passed by. The atmosphere of many of our professional schools is not at all helpful in that matter. The students find themselves in an environment which tends to drag them down from their early enthusiasms and purposes. We should seek to protect the spirituality of our special candidates in every possible way.

I remember we once sent out a doctor to China, a brilliant fellow, particularly expert in laboratory work. We thought we had tested him thoroughly in the matter of his missionary purpose, and yet the senior doctor of the hospital told me that when the new doctor arrived he remarked, "I came out here to get medical experience. I didn't come here to be a missionary."

Another problem is to secure proper team work in the field, in view of the increasingly minute division of the work. A



## The Selection of Candidates

person who has a sharply marked specialty is bound to feel a personal responsibility for his department. This may easily pass into a proprietary feeling. It is easy for him to resent the supervision of the mission. In the case of a doctor, by the nature of the case he must be supreme in his hospital, and yet where his work touches that of others he must have regard to the general good. There are certain specialties where the principle of coordination must be guarded with very great care. That can be done, and yet the worker be given proper freedom in his own realm.

I will mention certain administrative problems which are in our minds. In the matter of passing upon the qualifications of specialists we need to be exceedingly careful. It is much easier to estimate the ability of a general worker than it is to estimate the value of one who has chosen a definite line of service. When a specialist missionary fails he is a complete failure.

My own Board uses three different blanks in the securing of testimonials. We have one for general male workers, we have one for doctors, and we have one for women workers. You could subdivide still further. If you use a general form you should have in it a very searching question relating to the efficiency of the worker in his own chosen line, and there should be special correspondence on that subject. And because the specialty may be quite outside your own experience, it is highly important that you should have an interview not only with the candidate and see him in the midst of his work, but learn from those associated in the work as to the impression which he has made.

The right of the Board to locate the candidate is an important matter. In the case of many of the Boards that right remains in the mission. The Board appoints to the mission and the mission assigns the task and the location. That is proper in the case of general workers, but it has its disadvantages when we come to special workers. I think it is very appropriate to ask the mission, when they are calling for specialists to surrender their right of determination. The special candidate invariably wishes to know the position which he is to fill. If the Board says, "We can't assure you of the chance to follow your chosen line of work," the candidate is likely to go elsewhere—nor can we blame him.

I feel that if a Board cannot place advantageously one of its own young people, it should without any hesitancy, in fact with the utmost cordiality, recommend the candidate to some other Board. If we cannot locate a person where he can use to the best advantage his special training and gifts, we ought to allow some other Board to have the chance. I think we

ought to be generous in that matter of passing over candidates whom we cannot place at a given time.

The final problem I can hardly do more than touch on. That is the guiding and training of these young people. A great deal might be said on this point. I will pass by all suggestions regarding technical training, and emphasize that we should guide with great care the religious life and training of our special workers. Whatever line of work they may follow, they must be made to realize that they are missionaries of Christ first, last and all the time. Whatever may be their tool, their task is to transmit the Christian religion. Now the ordinary college graduate does not know what the Christian religion is. He doesn't know Christianity on its philosophical, its historical, or its practical side. He has not mastered his own faith. I am more and more inclined to think that we should insist that our specialists should take at least one year in a mission training school where they can study Christianity as a system of truth and practice. Such a course would save them from some painful embarrassments. Imagine the ordinary college graduate discussing religion with an educated Brahman or Mohammedan. If I ask many of our specialist candidates what are the fundamental truths of Christianity, they cannot tell you. I have tried it again and again. I have repeatedly asked young people what they consider to be the great principles of Christianity, and as a rule they have not mentioned sin and redemption. They make much of service, and they reveal a splendid spirit of devotion, but as for knowing Christianity as a thing to be understood and transmitted, they are helplessly ignorant. A Board should at least require a reading course for such candidates. Our Board does that. We have a carefully selected list of books, not over-technical, that any doctor or educator or nurse could readily cover in a year and understand, and we ask the candidate to report upon his reading. Perhaps some day we shall follow the example of the London Missionary Society and require an examination upon the reading course. The Missionary Training School, however, should be the solution of this problem.

## SHORT TERM WORKERS

BY RT. REV. ARTHUR S. LLOYD, D.D., NEW YORK

As the subject was sent to me, it seemed to resolve itself into a question as to how expedient it is to send missionaries into the foreign fields for a short term. While of course

everybody understands the difficulty that is involved in that question of requiring people to devote their life to this particular undertaking, when they have not the least idea as to whether they can accommodate themselves to it, or whether it will answer to their particular personality, or whether they, with all their good intention, can fit into this place, yet the longer I have observed the work that our own Church is doing, or the work that is done by other Boards, the more clear has become my judgment against the propriety or usefulness, or charity, if I may so speak, of sending people for a short term. Now, when I say this, I do not mean to include some exceptional situation where a man is sent out because somebody is ill and there must be some one to carry on until the man returns; but under ordinary circumstances my own observation is that it is not only putting young people in a wrong position, in a position where it is not fair to expect them to understand and to make good, but it is questionable in its influence on the very work which the Church was sent to do. And in order to bear me out, I must ask you to see it from the point of view from which I consider the question.

What is the mission to which Christ committed His body? Now, I do not mean to say you will agree with me, but I believe with all my heart that what we were sent to bring people are the things that we heard, and the things that we saw, in order that people might have some kind of grip on the essential revelation as to what our Father in heaven is like.

In other words, I believe the whole business of the Church of God is to interpret Jesus to the people who never heard Him and whom He has redeemed. I believe that everybody, whether he is priest, or teacher, or expert, or specialist, goes for just one definite purpose: In order that the service to which he personally has been called may be his means of interpreting for the man who observes him, the revelation which the Christ showed in His life and in His death and in His resurrection. That is all his service can mean to a missionary. And the consequence is that anybody without this point of view going into any place where the Christ is not known in order that he may teach people how to read, or to be mechanics, or to use a chemical laboratory, or to heal diseases, is actually misleading the people he goes to, not because he is not Christian, but because he does not know the part learning must play in human development. It may be all right for the United States of America to separate science from Christianity, or to separate education from religion, to separate material development from spiritual development. I believe it is a constant loss to America, but the situation can be saved because the people are Christian and they will interpret. But

if we go into China and teach the Chinese people that the only thing they need is material development, I am sure there is no more subtle damage that you can do to the character of the Chinese Republic.

Suppose you send young men or young women for a short term:—they have grown up with the American idea that we must all be efficient and, therefore, we must know. They go with the very best intention, to teach the thing they have been thoroughly prepared for. But they have not been taught why it is worth while to render this service. They are ready to help people and they are essentially Christian, but they do not understand why Christianity must of necessity be received before learning is effectual. They go to teach with conscientious fidelity what they have been instructed in, and without intending it, they lead astray those whom they instruct. They leave the impression that the gift which God gave us can be developed apart from the truth which makes it worth while.

I am sure that when people go to serve as missionaries they ought to go having their heart set on showing to others the wonderful revelation that gave them their liberty and made their life worth having and living, and when people do that they do not desire to be short term missionaries.

This is the impulse which has driven all the people who have come under my observation desiring to give themselves to the foreign field and who have carried blessing to the people. They have been showed by our Lord in themselves what human nature is capable of learning and what human life can grow into, and by some means they have wanted to show these things to other people. This seems to me to be the compelling argument against short terms.

As to whether it is economical seems to be entirely unimportant. I have seen the finest sort of young men and women go into foreign work for short terms, but I do not recall one who did not return without seeming to have lost something. They have been confronted by a problem they did not understand, they had gone as if to work in the atmosphere they had grown in and they came back feeling their time had been wasted, unable to understand why their effort had been futile.

I do not wish in what I have said to seem to oppose what I believe must come. It is exceedingly costly, but necessary, and the day will come when men and women who stand for the very best in their particular department of culture must go to the ends of the earth for short terms to deliver series of lectures. For instance, I would like to send two or three men every year to St. John's University, Shanghai, for six weeks, not only to let the young men who are learning get a glimpse of what it means to be a scholar, but in order that the faculty

in that university might have the tremendous inspiration of coming into contact with those who live on the heights, where they would like to be, but from which they are held back by the conditions under which they work. I would like it if women, selected just because they are the best expression of the development of a woman and of a woman's work, might go to St. Mary's Hall and deliver lectures to the young women working there to show them what the West is beginning to find out about the share that women have in solving the problems of civilization.

## **DISCUSSION**

**Prof. Guy W. Sarvis:** While Bishop Lloyd was speaking I have been thinking over the cases that I could call to mind. We have two members in the faculty of the university who went out for short term services, one in the Government schools and the other in Nanking University—they are there permanently now. My sister-in-law who went out for a short term service after four years wants to go back if she possibly can. Every one considers her to be a very efficient worker. I also remember Dr. and Mrs. Hargrove of Kaifengfu, who did a remarkable work in bringing Government students into a rich spiritual life. I know of nobody in China in any kind of work who has been more effective. Two or three others in Japan, a number who have gone out into Government school service, come to mind.

In a good many cases it is a good plan, especially in schools like the University of Nanking, where it is possible to work in English. May I refer to two others: Dr. John F. Downey, for twenty-five years the Dean of the College of Arts and Sciences of the University of Minnesota, was so pleased with his work at the University of Nanking during the year he had arranged to spend with us that he stayed two years. The other is Dr. C. I. Woodworth, Head of the Department of Entomology at the University of California, who came out for a short term. Can we have more men like these? They were able to render most valuable help and we want other men of experience to come to us.

**Rev. E. C. Lobenstine:** Bishop Lloyd has called our attention to a problem that undoubtedly exists. My personal observation would, however, lead me to agree with Mr. Sarvis, for a large proportion of the young men I have met, who came to China for short term service, made good and some of them were a strong spiritual force in the institutions to which they were sent. I have known of a few cases where the results were not so happy.

I would like to add a word to what Bishop Lloyd said about the possibility of using on the foreign field, for certain types of work, persons who have already had some years of professional experience at home. Nanking University has had two most successful instances of short term service by American college professors, who have spent a year or more in China. We are convinced that the opportunities for using on the mission field the services of experienced workers from the home lands is constantly increasing, and efforts are being made to arrange for the sending out of college professors to spend their Sabbatical year in connection with one or more of our higher educational institutions. We believe that not only will they



be able to do a great deal of good to those in the country to which they go, but that they will also help the people in this country to understand better conditions as they exist in the Far East.

**Dr. Cornelius H. Patton:** Our experience has been quite different from that reported by Bishop Lloyd. It has been a very happy one, and we are committed to sending out carefully chosen, consecrated young men, particularly for tutorships in our educational institutions. They take charge of the athletics and social work of the schools. Of course they must be assigned to places where they can use the English language. Almost without exception they become so enamored of the work that they return home, take a theological training, and then go back to the field on a regular missionary appointment. As I review the lists I think of only two who were in any sense failures. We have secured some first-rate missionaries by this method. The experience is a try-out for them and for the Board. I heartily recommend the short term service for instructors and tutors.

**Bishop A. S. Lloyd:** What Dr. Patton says, I thank God for. I have seen exactly the same thing happen, but I have seen the other thing happen also, and to turn one young man away from the ideal that he is trying to realize because he is under misapprehension, seems to me too great a risk, even though the other nine might be able to understand and make good. I would rather be certain before they go that they have given themselves to the people they are going to serve, and then they are safe. As to older men there is no such risk and the work needs their training and experience to help demonstrate to people who are reaching up for high things, if only to show them what it is like for a man to be absolutely master of his own intellect.

**Dr. W. B. Anderson:** As the discussion has gone on this afternoon I have been asking myself if we are not to gain from this meeting the study of the science of the selections of candidates, and I have been wondering if the Board of Missionary Preparation could not undertake an exhaustive study of the failures and successes of missionaries. We have the data in our board offices to make possible such a study. We have the record of the persons who have gone out, the examinations that were taken at the beginning, we have the record of those who have failed, and from the fields we could get a reasonable record of their successes or failures, and I do not see why from such a study there might not be compiled a statement of what makes a successful missionary. I hope the Board of Missionary Preparation can undertake such a study.

# THE USE OF THE FINDINGS, REPORTS AND LITERATURE OF THE BOARD OF MISSIONARY PREPARATION

BY MR. GEORGE B. HUNTINGTON, BOSTON

The findings, reports and literature issued by the Board of Missionary Preparation embody the results of the most systematic and thoroughgoing attempt to study the problem of the selection and preparation of the candidate for foreign mission service that has yet been undertaken. A considerable volume of material has been gathered, covering in a most comprehensive manner the entire field of candidate qualifications and preparation. In producing this material the Board has performed a threefold service. First, it has brought into strong relief, so that we can no longer ignore it if we would, the supreme importance of the Candidate Department in every missionary Society or Board. Second, it has set forth in clear and suggestive manner the fundamental qualifications essential in every missionary candidate and the type and degree of preparation required for the most effective service in each of the several spheres of missionary activity. Third, it has given most valuable suggestions as to how and where this preparation can be secured. If the candidate secretary to-day fails to supply his Board with the needed missionary candidates, properly trained and equipped for their work, he cannot charge his non-success to a lack of munitions. The Board of Missionary Preparation has supplied abundant and excellent material. It remains for the Mission Boards to make the best use of it.

## *1. For the Education of the Boards.*

One very important use of this material is in the education of the Boards themselves. How many of us, I wonder, represent Boards which until within a very few years have conducted their candidate work upon a "hand to mouth" policy, accepting the best of the candidates who offered themselves and assigning them to the most pressing places of need, leaving to a beneficent Providence the task of enabling men, with in most cases nothing but the most general sort of training, to adapt themselves to places of service which demand most thorough and often specialized preparation. It is probably well within the truth to say that few if any of the Mission

Boards in past years have given adequate recognition to the importance of the candidate department. The Board of Missionary Preparation through its literature has done and is doing more than any other agency, I believe, to impress upon our Mission Boards the prime necessity of giving vastly more attention to their missionary candidates and to lead the Boards to take the requisite action and incur the necessary expense for organizing a candidate department. I do not know whether our Board is typical of others, but the process of evolution through which we have been passing in this regard may be of some interest.

1. The first step taken by our Board was to transfer the candidate correspondence, which had been for many years in the Home Department, to the Foreign Department, thus bringing the Foreign Secretaries into touch at an early stage with all candidates for the foreign field and putting upon the Foreign Secretaries the responsibility for the selection and training of candidates. This correspondence and this responsibility, however, had to be carried by men who already had other duties sufficient to require all their time. A second step has now been taken in the appointment of a Candidate Secretary, a Secretary in the Foreign Department who will have the candidate work as his chief responsibility.

2. The material supplied by the Board of Missionary Preparation has been helpful and suggestive to our Board in working out its own definite policy with regard to the qualifications and preparation required in the men and women to be appointed to the foreign field. For example, even before the appearance of the last two series of reports our Candidate Committee began a careful study and analysis of the reports and findings as to the preparation for the various types and field of missionary service and is formulating a brief but comprehensive "standard for missionary candidates" which we can put into the hands of students in our colleges and seminaries who are considering foreign mission service, together with information concerning our mission fields and suggestions as to correspondence.

3. A third result of the consideration of the findings and reports of the Board of Missionary Preparation has been to center more attention upon the importance of giving special training to missionaries appointed to special forms of work. Many candidates now are given advance appointment and are advised to take special training at one or another institution where what they need can best be secured and if necessary financial help is extended to enable such candidates to pursue the desired subjects. What was formerly done in a few sporadic cases has now become the settled policy of the Board.

It is possible that some of these advance steps would have been taken under any circumstances, but I believe that the readiness of our Board to move along the lines indicated has been due very largely to the influence of the work and literature issued by the Board of Missionary Preparation. If this literature has produced such results in the case of one Mission Board possibly a similar treatment would be profitable in the case of other Boards, if there be any that need such stimulation.

## *II. For Securing Better Prepared Missionary Candidates.*

A second, and naturally the chief, use for the literature issued by the Board of Missionary Preparation is directed toward the securing of better qualified and more thoroughly prepared candidates for the mission field. We may distinguish between the use of the literature by the candidate secretary and its use by the candidate himself.

1. To the candidate secretary, especially if he be burdened with other responsibilities, these leaflets and reports are invaluable. They greatly lighten the burden of correspondence, for in a majority of cases candidate inquiry regarding qualifications may be answered by a brief note accompanied by one or more of the leaflets. For example, in the early stages of correspondence with candidates we have made very large use of the leaflet dealing with "Fundamental Qualifications for Missionary Service." In many cases in which the inquiry comes from a casual or unintelligent interest, this interest has been deepened and made permanent by putting into the candidate's hand this inspiring and challenging statement of missionary qualifications. In some cases, on the other hand, in which it seems fairly clear that the candidate does not possess the requisite qualifications for missionary work, this leaflet accompanied by a letter emphasizing the high standard of preparation required under present conditions of missionary work will suffice to show the candidate his lack of fitness and turn his thought into other directions so that the secretary may not be under the necessity of telling him plainly the somewhat unwelcome truth.

Questions concerning the kind of preparation needed for evangelistic, educational or medical work or for work in a particular field as India, China or Japan are answered so well and so fully in the reports bearing these respective titles that every candidate secretary may well make large use of them always supplementing the leaflet with a letter which will maintain the individual personal contact. By following up this correspondence and noting carefully the reaction of the candidate both in letters and conversation upon the material placed in his hands the candidate secretary will have exceptional

means of judging as to the candidate's missionary spirit, adaptability, persistence and other important qualifications.

It is a fair question as to whether a charge should be made for these reports when sent to the candidate. I believe that when the sending of a report can be made the basis of a helpful correspondence the Board is fully justified in furnishing the leaflets free. Especially is this true since some of the larger reports have been broken up into smaller leaflets covering a single topic.

2. The individual candidate will find these reports exceedingly helpful. A careful reading will give him a true conception of the missionary task in its subjective aspect and as already suggested will clarify his judgment as to whether he possesses the requisite qualities upon which to build a superstructure of technical preparation. Having answered this question in the affirmative he will find in the reports much to guide him in deciding for what type of missionary service to fit himself and many practical suggestions as to how he can best equip himself for his task. Later on in his course the candidate will find great value in a study of the specific requirements for the different fields as well as the special preparation advantageous for those expecting to deal with any one of the great Oriental religions. It is highly important that the candidate should not be left to make his choice and to work out his preparation entirely alone, but that at every stage the candidate secretary should be ready with sympathetic advice and suggestion, thus guiding the candidate into the line of preparation which is best suited to his natural qualities and which at the same time will enable him when the preparation is completed to fit into a definite sphere of usefulness in the mission work of his Board.

3. The reports may be very helpful, either singly or as a whole, as the basis of a group study by student bands both of volunteers and of non-volunteers. Here again the candidate secretary by keeping closely in touch with these study classes can be of great assistance and at the same time gain much valuable information concerning possible future candidates.

### *III. For Increasing the Effectiveness of Missionaries already in Service.*

A third use for the literature of the Board of Missionary Preparation, or at least a portion of it, lies in the direction of increasing the effectiveness of the missionaries already in service. Considerable attention has been given by the Board to the missionary's furlough as furnishing an opportunity for further study, and it is noteworthy that missionaries in in-



creasing numbers are taking advantage of the furlough period to pursue special lines of study suggested by their experience on the field as calculated to give them an equipment more adequate to the particular tasks and problems with which they are confronted. The Mission Boards too are recognizing the importance of such study and are releasing the missionaries from a certain amount of deputation work and are making financial arrangements so that they can give themselves to this study without embarrassment.

The most recent series of reports issued by the Board deals with the equipment needed for a sympathetic understanding of the great Oriental religions, Confucianism, Buddhism, Hinduism and Mohammedanism, and of the animistic beliefs held by the uncivilized peoples in various parts of the world and suggests the best methods of approach in dealing with the adherents of these religions. These reports are as valuable, perhaps more so, to the missionaries serving their first term on the field, as to the candidates preparing for missionary work. Mission Boards would do well to place at least in the hands of their younger missionaries in each of the mission fields copies of the reports dealing with the religions with which they come in contact.

In conclusion a few facts and suggestions may be reported as gathered from the replies received to inquiries sent to a number of the Boards. At least two Boards have undertaken a careful study of the findings and reports for the purpose of preparing a comprehensive outline statement of necessary missionary qualifications as adapted to their own constituency and work. Several Boards use the leaflets freely in correspondence with missionary candidates. One secretary testifies that as a result of the use of this literature "we have felt that when our missionaries started for the fields they have been prepared in a way that has not been possible before these reports and findings of the Board of Missionary Preparation were available." One Board reports that it has sent to its missionaries copies of reports dealing with the religions of their respective fields. A suggestion is made that some of the reports might be summarized and issued in briefer form which could be kept up to date. The general attitude of the candidate secretaries and Boards is undoubtedly that expressed by one who writes "we set a high value upon the literature and the help received from it."

## **DISCUSSION**

**Dr. Frank K. Sanders:** In regard to Mr. Huntington's reference to the use on the field of our most recent reports relating to religions, I was greatly interested by the reception given to those reports by the

missionaries in the Far East, during my recent visit there, although I had to refer to them very vaguely since none had been printed when I left. There was the greatest eagerness among the missionary body to get hold of something of the sort, a careful formulation of their own experience on the question of the proper approach with the Christian message to their various peoples. They were interested by the fact that these reports were in no sense imposed upon the missionary world, nor evolved out of the consciousness of a group of professors, but were rather produced out of world-wide missionary experience. They were interested also by the fact that it took us two years and a half to get ready to publish the first one of those reports, which had gone through three stages of preparation before being published at all; in order not merely that the facts should be formulated, but that they should be reviewed by competent critics. Everywhere missionaries were interested in seeing the final results of such a process.

One of the last things that I did before starting was to formulate a letter which went to every Board in North America, announcing that the reports were ready, sending a sample copy, and asking them if they would not forward a copy to each of the missionaries of their Board in the countries to which the special report related.

I regret to say that only a few of the Boards were ready to respond with any promptness, probably because the matter was overlooked in the slackness of summer. I have since heard that Board after Board has complied with our request. These reports will be of unusual value to the young missionary. Why? It is because they represent the ripened experience of the missionary world, as far as that is ascertainable. They enable the young missionary to start, as far as any one can start by reading something, with the digested experience of those who have gone before him. I would not say that they are particularly advantageous for the missionary candidate. They belong to a later stage in his career. In my own mind the use of these reports adjusts itself somewhat in this fashion: The report on the "Fundamental Qualifications of the Missionary" may be regarded as number one. Any person who begins to think of going to the missionary field may profitably read that pamphlet. Next comes the series on the preparation for types of missionary service, evangelistic, medical, or educational. Those reports relate themselves to the first active problem of a candidate's career. He desires to know what he is fitted to do. Our next series of pamphlets help a candidate when he begins to question where he is going to go. They set before him the various fields and enable him to understand the general difference between them, so that he will go on, if he chooses, to study with some degree of persistency and thoroughness the particular field which interests him, and thus may be enabled to determine where he thinks he belongs. The reports regarding religion belong distinctly to the junior missionary stage of development, to the young missionary who has just gone out to the field. Before going out the average candidate is hardly prepared to struggle with the problems presented by those reports.

It may be interesting to you to know that because of the insistence of missionaries themselves, the Board of Missionary Preparation has initiated a series of reports, now in the process of preparation, on the life of the missionary, his spiritual life, his physical development, his mental growth, and so on. These reports when completed will belong just as much to the mature missionary as to the one who is beginning a missionary career.

We have been gradually drawn, therefore, into the study of the whole growing life of the missionary. It is a profound gratification

to the Board that the Secretaries who created the Board believe in the results that they are getting out of it. I am sure our only desire is to serve them better and better as the years go on.

**Mr. Fennell P. Turner:** I would like to testify to the value of this series, from the standpoint of the student volunteer and the student volunteer bands, supplementing what Mr. Huntington said on this point. We have correspondence here from very large numbers of student volunteers. They are in various stages of preparation from the lower classes of college to the senior classes in professional schools. What Mr. Huntington says about the value of these reports in aiding in this correspondence is true in our office. When a student writes that he is uncertain as to the courses he ought to elect, we refer him to these pamphlets, suggesting that he take the pamphlet to his professor and work out his courses. The results have been very satisfactory.

These pamphlets also are valuable in other ways: (1) they help to dignify the career of a missionary; (2) they help many students in their attempt to reach a decision as to the missionary work as a life work. When a student studies one of these pamphlets he gets a new conception of what a missionary is expected to do and the necessity of thorough preparation therefor. A student may be trying to settle his life work. If you show him the pamphlets relating to preparation for educational work, for medical work, or for the work of the ordained missionary, the work of a missionary becomes concrete. One of the difficulties which young people face when they try to decide upon these questions is the hazy conception of the work of a missionary. These pamphlets have helped to bring it down out of the indefinite and put it before them where they can comprehend it. They will then say, "I can do that sort of thing, I can get that kind of preparation and be a missionary, if that is what it is." The series on religious is of great value to undergraduates. We have encouraged the use of these studies as the text-book for Mission Study Classes as well as for individual study, with good results.

**Rev. Thomas S. Donohugh:** I speak from the standpoint of one who has tried for about five years to use these reports. We have been buying and distributing them from the beginning, but, of course, we must realize that in all this recent period during war times there has been increasing pressure on the boards and on our young men, making it hard to get candidates of any kind who were satisfactory, and making it useless, particularly during this last year, to hand out to candidates reports which advised several years' preparation. I think there is no doubt that the war has interfered very largely with the continued use of reports advising an extensive preparation. There will be a time when we can renew their use and on a very much more extensive scale. I appreciate the suggestion made with reference to sending out the recent issues of the reports to our new missionaries who are out on the field.

**Chairman Corey:** I wonder if we, as Board Secretaries, are using this literature as much as we might be using it. I rather think we are not. How many of us here have gone over this literature? If you have not studied it very carefully, you will be very much surprised at the extent and scope of the reports which the Board of Missionary Preparation has put at the disposal of our Secretaries and our Candidates. This Conference on Candidates grew out of a suggestion that was made by Dr. Mackenzie, the Chairman of this Board, at the Foreign Missions Conference last year, in which he placed very squarely before the Board Secretaries the question as to the proper organization and development of our Candidate departments. May

I read a paragraph from his address, which I think is quite to the point:

I feel as if we ought now to take another great step, and that will be taken if the boards will say to themselves: here is all this literature; here is all this minute and exhaustive study of the problems. Now, what are we going to do about it? We certainly cannot go on selecting and dealing with our candidates and sending them out as we have been doing to this hour. I could give you illustrations of what seem to me to be exceedingly dangerous ways of handling the young people who are going out next year into missionary fields, actual illustrations that have come under my own observation and that I have had to handle. I feel as if the great boards that are represented here are now in the presence of an actual task for which they have a supreme responsibility, and that is of reconsidering and revising the whole system of selecting and training and appointing their young missionaries.

## THE PLACE OF SPECIAL TRAINING SCHOOLS IN THE TRAINING OF CANDIDATES

BY MRS. ANNA R. ATWATER, INDIANAPOLIS, INDIANA

In the absence of Mrs. Atwater this paper was read by Rev. S. G. Inman.

The schools here under discussion exclude all regular colleges, universities and theological seminaries, even those which maintain missionary departments, or whose curriculum embraces some courses for prospective foreign missionaries. Even with this exclusion the term "Special Training Schools" is rather comprehensive. It covers a wide range of institutions devoted to preparation for many forms of mission work at home and abroad, in fact for nearly all sorts of Christian service except the regular ministry. There are in the United States and Canada thirty-six of these institutions, offering considerable variety in entrance requirements, scope and strength of instruction, equipment, and in their provision for the needs of foreign candidates.<sup>1</sup> For convenience in discussion it might be well for us to keep in mind the classification indicated in the reports of the Board of Missionary Preparation, whose investigations show that these special schools fall into three categories:

(1) Those mainly directed to preparation for home service, and in which training for the foreign field is incidental or subsidiary.

(2) Those with larger emphasis on the foreign department, which are equipped to furnish, in addition to other lines of training, a fairly good general preparation for foreign mission work.

(3) Those which, more distinctively still, are professional schools for foreign missionary education, conducted on a

<sup>1</sup> See list in Fifth Report of the Board of Missionary Preparation, 1915. Appendix A, pp. 219-236.

graduate basis, and offering facilities for specialization with regard to the different fields.

The wide differences in emphasis and in curriculum which characterize these three classes of institutions make it difficult to sum up in generalizations the actual or possible contribution of existing special training schools as a whole to the process of preparing foreign candidates. But in interpreting the evident assumption of the topic, viz., that these schools *have or may have* some place in the process, it is necessary to determine what that place is. In trying to do so I find myself compelled to think almost exclusively of the institutions of the third class as described above, i. e., to those which devote themselves primarily to the needs of the foreign candidate, and which, presumably, are equipped to carry forward his preparation into the more advanced stages.

*The place of the special training school should be post-graduate in scope.* Has not the time come for the Boards to say frankly and to require that any work taken by a prospective foreign missionary in a special training school must be supplementary to a good, broad undergraduate course, at college or university, or its full equivalent; or, in the case of nurses, doctors, industrial missionaries, etc., supplementary to graduation from a first class professional school? Such attitude and demand on the part of the Boards would stimulate the special schools to standardize and coordinate their work in such a way as to meet the needs of the hour. It would impose upon them the obligation to regard and to conduct themselves essentially as graduate schools, with specialist instruction; and, while the number of special schools attempting foreign missionary training might be reduced, the quality of the work would be enhanced.

The findings of Edinburgh, and of every subsequent conference on candidates, as well as the Reports of the Board of Missionary Preparation are certainly discouraging to any attempt at survival of "the short cut to the foreign mission field!" An unfailing note in every call for reenforcements is that the workers shall be men and women of the broadest general culture and specially equipped to meet the complex and exacting conditions of the present strategic generation in the plastic but rapidly changing non-Christian lands. More than ever now in the new era following the war we may be sure that missionary successes cannot be built on superficial foundations.

The place of the well-developed graduate training school may be further defined by a statement of its advantages. What has experience shown some of these to be? There is space merely to list them.



(1) The distinct missionary emphasis and the immediate reference to the problems of non-Christian countries, which can be placed on every course given in the institution. Such subjects as sociology, international relations, phonetics and even the Bible, require for the foreign candidate a different presentation and application from that which obtains in the average university or seminary course.

(2) The spiritual atmosphere in which all of the training proceeds. Conditions conduce to the more intensive cultivation of this in the special school than elsewhere. Particularly is this possible in a residential institution. Is anything more important than the enrichment of the candidate's personal Christian experience, his culture in the deep things of God? The education of the heart, the burnishing of the true "missionary spirit," is the one adequate proof against the tendency to professionalism or mere intellectualism.

(3) The practical tasks, usually participation in some sort of actual mission work, to which students are assigned. This prevents the training from becoming too theoretical.

(4) The opportunity of dealing correctively and constructively with matters of personal habit, custom, attitude and deportment, which have such important bearings on all of the candidate's future relations in a foreign country.

(5) The advantage of a place of testing. In the residential special school there is virtually a missionary community which soon reveals the ability of each of its members to adjust himself to other personalities and to do harmonious team work. Many are sifted out because "queer," "non-cooperative" or unable to work with others.

(6) The close friendships established, the mutual and lasting acquaintance of men and women who are going out to be Christian leaders in different parts of the world, constitute another possibility richly realized in the special school.

(7) Again, there is the advantage on the part of the Board of the opportunity of establishing an intimate personal acquaintance with the missionaries who will work under its appointment, and, on the part of the candidates, of similar acquaintance with the members of the Board. Experience shows this to be of the very highest value.

(8) Finally, the special school with its concentrated and specialized activities, tends to become a center of missionary enlistment. It can assist the Boards in effectively bringing before the Churches the great needs and opportunities of foreign missionary service.

Attendance at a special graduate school is particularly advantageous to the following:

(1) Women candidates in general, who are not encouraged

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to attend theological schools. (2) Nurses, doctors, teachers, men and women, who are too often sent out without any distinctively missionary training. A period in a special school, after the completion of their professional training, would be of great benefit.

Much has been urged against the advisability of perpetuating any separate institutions for foreign missionary training, on the general ground that adequate and superior advantages are already available, and will be increasingly so, at universities and seminaries. Among the more specific criticisms and objections are the following:

(1) The segregation of candidates in a foreign missionary institution tends to produce a single type, or particular brand of missionary, with some loss of individuality and breadth of outlook. It is urged that the future foreign missionary should have wider opportunity to mix with students of varied interests and purposes, and should take even his special training in association with people who are preparing for the widest diversity of Christian service, or life calling.

(2) Special schools are objected to on account of their cost. Why not eliminate this or greatly reduce it by developing facilities at the larger established institutions?

(3) It is held that a candidate can save time by taking all of his missionary training in connection with graduate work at a university, and specialization in a theological seminary or professional school. Furthermore he can get considerable advanced training in countries like India, China and Japan in the language schools now being developed in those lands. Why then waste a year or more in an isolated institution?

All of which suggests that the ideal training school for foreign service should be located in juxtaposition to seminary and university.

## DISCUSSION

**Rev. S. G. Inman:** I am sure that Mrs. Atwater in preparing this paper had in mind a special institution and is speaking not from theory, but from practice. The Christian Woman's Board of Missions, of which Mrs. Atwater is President, has been developing for several years a College of Missions at Indianapolis along the lines outlined by the Commission on Missionary Preparation of the Edinburgh Conference. That College of Missions has done graduate work and its high standards have been continually maintained. The results from the standpoint of the Board and from the standpoint of the missionaries on the field have been magnificent. Any one who has been a missionary before such an institution was opened, and then afterwards has gone out into the field visiting others and seeing what advantages come to the missionaries who have had that training, must be convinced of the advisability of such an institution. Particularly advantageous it seems to me is the fact of the close cooperation between

the candidate and the Board before they go to the field, so that they know one another and understand any possible "kinks" in character. Those relations being worked out more or less before the candidate goes to the field is a tremendous advantage. Many illustrations of this could be given from the experience of the College of Missions at Indianapolis.

**Chairman Corey:** We had up yesterday for discussion those many problems of the selection of candidates and sending out of candidates before they were really tested as to compatibility. The special training school, especially when it is in close connection with the missionary boards, gives you an opportunity for testing the candidate. Do you think that is worth while?

**Prof. Guy W. Sarvis:** I would like to ask is it fair to the candidate to wait until he gets into a special institution to do this testing? It seems to me it is far better—and I would say necessary—to test his fitness for foreign mission work before he gets to the stage of special training.

**Miss Helen K. Hunt:** The Baptist Board has something of this sort, not as elaborate as the Christian Woman's Board, ours is more on the line of a dormitory near Boston. The girls take special training, each one according to what we think she needs for the work she is to do; but we have the home life there and we feel that it is of almost inestimable value to the Board and also to the girls. By this personal touch, we come into close contact with them, and learn to know the girls. When the time comes that certain girls seem to be the ones whom we shall want, then we do feel there is a good deal that can be given them in the way of special instruction for our work that really can't be given anywhere else,—special information about our own fields and in our own type and methods of work. It also is true that, in spite of our very best efforts, almost every year brings us at least one whom we decide, after having her under observation, is not the woman we want. We feel a good deal of disappointment is saved by eliminating such a candidate before she is accepted and sent to the field.

**Dr. James I. Good:** I have never been clear in my mind about the training schools in this country. I can see their use for those who have no other opportunity for their preparation, but I am not clear about schools of this kind for those who are college or university graduates. One argument against them that Mrs. Atwater refers to has always greatly impressed me, that these people ought to go to the country to which they are appointed for language study where they can make more rapid progress when they are surrounded by the language. I want to throw out this suggestion, that it is better to utilize these training schools for the present, but as we look to the future there should be an attempt made in the foreign field (just as we are making the attempt now for union efforts for the schools for the training of the children), in China or India or Japan, to organize schools to which our missionaries can go and get special training in the surroundings of the country where they are to work.

**Dr. James Endicott:** I would like to hear testimony showing more specifically the success of the training done in these institutions. The mere matter of the school being a place for the weeding out of candidates does not appeal to me very much. These institutions must be judged by the character of the actual training that takes place in them. It must be that the average university and theological school is not equipped to give the intellectual training necessary for those who are to take a place of leadership in the foreign fields. That can be the only reason for founding fresh institutions. May we have to-day testimony concerning the superior advantages to candidates

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who have already a broad culture, of going and spending a year in such institutions. Such testimony would be of value to me.

**Rev. E. C. Lobenstine:** This is a question on which the Committee of the Training of Missionaries in China has been giving a great deal of thought during the past two years. We have, as you know, two training schools for missionaries, one in Peking and one in Nanking. A year ago each of these institutions had seventy-five young missionaries learning the language and preparing in other ways also for their life work in China. In addition there is a school at Chengtu, another smaller school at Foochow, and one in Canton. It is the conviction of, I think, the great majority of the missionaries in China that after a student has received a good intellectual preparation for the field and has a grasp of what the Christian missionary enterprise is undertaking to do, he should get out to the foreign field without undue delay, as each year's delay is apt to prove a handicap in acquiring a good working knowledge of the language. Our Training Schools in Peking and Nanking are at this time trying to add to their faculties two professorships, one a chair of Chinese religions, and the other a chair of Chinese History and Sociology. Lectures are already being given to the students in each of these schools, but it is proposed to develop this work further as soon as possible, and to continue to assist the young missionary after he leaves the Training School and proceeds to his station. The addition of these two professorships will make it possible to offer courses regularly not only at these schools, but also at the different summer resorts where large numbers of missionaries gather each year. Under the guidance of their own mission committees, which are working in close cooperation with the directors of these training schools, young missionaries to China are to-day being offered facilities undreamed of a few years ago. After the faculties of these schools have been strengthened it will be possible to extend greatly their usefulness, and many missionaries from all parts of the country will seek their help in connection with their private studies.

**Rev. Thomas S. Donohugh:** What we want is training which will really prepare the candidates for the field. Where schools are organized on the foreign field as they are in China, I am inclined to think that it is a mistake to duplicate that training here. Where there are no training schools on the field, as in Africa and some other parts, I think we should, by all means, send our students to those schools which will best prepare them for the work. The difficulty we find is that almost every seminary or other institution is putting in a course or two of lectures and is calling it training for missionaries. For women who have not had the benefit of theological training, the special schools in this country are probably essential, but I am very doubtful whether we ought to send candidates to these training schools if they have had their full college and theological courses, and are then to go to a field where another course of study would be required in a Language School located there. It means too much study before they get down to work. Our problem is to avoid unnecessary duplication, to secure an amount of concentration in one institution which will give a really adequate course either here or on the field, and I don't care whether it is here or there, just so the candidates get the training needed.

**Prof. T. H. P. Sailer:** On a recent visit to a training school I went to several recitations, and it seems to me that they are giving things that are not ordinarily had in a university. I happen to be connected with Columbia University, and I am constantly reminded of the analogy of a gentleman who goes to buy a razor, and is handed out over the counter an umbrella and a pair of suspenders; he says,

"I don't care for those things, I want only a razor." They say, "We do not sell these separately." A few years ago speaking with Dean Marshall of the University of Chicago, I said, "My son, I am perfectly certain, does not want to be an engineer, but I think he does want mathematics that he can use in connection with social subjects. Now isn't there some way in which he can get a course in mathematics that does give him the mathematics of statistics, and doesn't give him a lot of mathematics for engineering for which he will never have any use whatever?" And the Dean said, "Not only is no such course given, but any mathematics teacher would lose his reputation if he pretended to give it."

I know that missionaries want courses on the teaching of English to non-English-speaking people, but it is very difficult to get a course on teaching English to adults that isn't full of subways and skyscrapers and elevators and a lot of things that are not needed on the foreign field. Up at Hartford they were giving a good course well adapted to missionary use. A course of sociology was given by Dr. Capen, whose experience on the foreign field enabled him to do it very well. They were working on phonetics needed by missionaries. In a university it is very hard to find a course of phonetics that isn't based on Indo-Germanic languages. That is the particular advantage of a training school, it cuts out dead wood as nearly as possible, and gets down to things that are necessary. It is difficult, of course, to get the really strong scholar to give those courses. My opinion is that it is rather unfortunate for a candidate to go to one of the training schools with a small faculty which, in order to keep its head above water, has to be as optimistic as possible and think that "our Mr. Smith" is ideal, when every one else knows he isn't. I am convinced that as yet the courses in even our large universities usually contain a great deal of material unnecessary for candidates.

**Dr. Frank K. Sanders:** I was thinking again of what Mr. Donohugh said about the reports of the Board of Missionary Preparation. I thought I would like to say one word which would fit into those remarks. I think what he said was absolutely true about the ideal character of the reports that we have prepared to be used by missionary candidates. It ought, however, to be kept in mind that any formulation of wide missionary experience has to deal, to a certain extent, from the standpoint of a certain particular candidate. Nothing else could possibly be true. And I would like to make this additional remark that right at that point comes in a wise candidate secretary—that is what he is for—it is his privilege and responsibility to make the adjustment.



## THE EFFECT OF THE WAR ON SECURING MISSIONARY CANDIDATES IN CANADA

BY DR. FREDERICK C. STEPHENSON, TORONTO

In Canada the immediate effect of the war upon securing candidates for the foreign field was to cut off the supply, or to state it in another way, to divert the stream to the battle-fields of Europe. Candidates under appointment, as well as undergraduate Student Volunteers enlisted together with the whole student body of all our colleges and universities, including theological colleges and seminaries. Very few men who were physically fit were left in any of our schools. The call of the Empire for men to save civilization and Christianity from the domination of the Hun appealed strongly to the type of young man who volunteers for foreign missionary work.

When I was invited to make this statement on the subject assigned, I at once communicated with our educational institutions and our Mission Boards asking for latest information. I have not had time to hear from all, but to hear from one is to hear from all. I submit this statement, not as being complete so far as the data are concerned, but as fairly representing the situation in Canada.

Of the students in Toronto University, 5,308 enlisted; there are only 1,643 men in attendance this year. From McGill University, Montreal, out of 1,900 male students who attended it at some time or other during the four years of the war, 760 enlisted. Of the 1,900 who attended, 20 per cent were not British citizens. The attendance at McGill in 1913-14, before the war, was 2,060. This year there are less than 1,000, of whom nearly 200 are women.

The Theological Colleges also contributed loyally to the army. In Victoria College, Toronto, when the war began, there were 225 students registered in Theology; whereas, this year, there are only 75 students, and of these 35 are taking their work extra-murally on account of the need of preachers.

These are but examples. I have not had time to gather statistics from all the universities and colleges in Canada.

Not only have our men from the colleges and universities enlisted, but out of a Methodist ministry in the active work of a little over 2,000, 450 have enlisted; so that there are scarcely any candidates available in college or among our ministers.

Practically all our young doctors and dentists and edu-

cationalists have enlisted. Our Sunday schools and young people's societies have been depleted of young men. Bible classes have enlisted en masse. The effect upon all young men nearing military age is unsettling. It is hard for them to study in High School or College, and difficult for them to prepare themselves for the mission field. Thought has been concentrated upon preparation for war. The war has dominated conversation in the home; family prayers have been for the soldiers; the sermons in the church and prayer-meetings have been saturated with war; many of the young people's societies have become practically patriotic societies; so that the mind and thought of all who are near the military age have been fully occupied with the war.

What we have said above applies to the young women. Many of our young women went to the front as nurses. Those who stayed at home took the places of their brothers,—on the farm, in the shop and in the factory. Many young women of independent means have devoted themselves energetically to the manufacture of munitions and to the production of food.

Word from the office of the Church of England was brief, namely: "Our men all disappeared. We have not sent out any since the war began. We are about to appoint one who is now freed for service in the foreign field." Dr. Mackay of the Presbyterian Church says that very few have been sent out since the war began. The Methodist Church is in a similar position. All our Mission Boards have known that men were not to be had.

They look forward, however, to the future, with hope. The younger boys and girls in our high schools, in our Sunday Schools, and who attend our summer schools, are ambitious to serve. They take a deep interest in world-wide missions and there is promise of many lives being offered to the Church for service in the foreign fields.

Just what the effect of the war will be upon the student class who have enlisted, even upon the probationers for the ministry and candidates for the foreign fields, is a question which very few will attempt to answer at the present time. It is, however, our hope that many who return from army service will offer themselves for all branches of work in the foreign field.

# THE EFFECT OF THE WAR ON SECURING MISSIONARY CANDIDATES IN THE UNITED STATES

BY DR. CHARLES R. WATSON, PHILADELPHIA

I am asked to speak on the missionary candidate problem in the United States as affected by the war. I have found it necessary to make a very sharp distinction between certain general impressions that prevail as to the effect of the war and the situation as we discover it in our investigations. Let us look at the problem on the numerical side.

1. The war has not decreased very seriously the number of outgoing missionaries. The reason is obvious. The United States has been in the war but a very short period. War was declared so close to the time of the sailing of missionaries in 1917 that practically all those under appointment that year adhered to their plans for sailing. The ordained men were allowed exemption and felt that since they were so far along with their plans they should go forward without hesitation. As a matter of fact, therefore, you will not find any great falling off in the number of those who have sailed. For example, for the United Presbyterian Board, the totals of sailings during the last three years are: 11, 10, 18. For the Baptist Board: 25, 27, 28. For the Congregational Board the figures for 1914 to 1917 are: 52, 44, 55. We see, therefore, that as regards the number actually sailing, the war had no serious adverse effects.

2. The effect of the war is more marked as regards men than as regards women. Examining the details, you generally find that it is by an increase in the number of women who have sailed that you arrive at a total that is either equal to or more favorable than the figures of a previous year.

3. The effect of the war is more marked in connection with the earlier periods of the candidate's life. In other words, the war has not seriously affected the plans of those who were on the verge of sailing; but it has seriously affected the plans of those who were in the period of volunteering. The Student Volunteer Movement reports during the last three years a decided falling off in the number of men who have volunteered—especially during the first part of the academic year 1917-18.

4. It may be worth while observing, although it does not deal with the question of candidates, that the war has in-

fluenced most directly the forces actually in service on the field. For example, the statistics show that, for the United States and Canada, we had a year ago a foreign missionary staff of 9,358, whereas in 1918 we have 9,563. When these figures are analyzed, it is discovered that there was actually a falling off of almost two hundred in the number of men available for the work.

Out of this, I draw the general conclusion that the effect of the war is more likely to be felt a few years hence; in other words, a few years hence we shall feel the shortage created by the war by the temporary or permanent withdrawal of men during the years of their training.

5. The shortage that should normally be experienced a few years hence may, however, be entirely overcome by influences which will operate in a most powerful fashion to increase the number of missionary recruits. It is our firm belief that this will be the case. There has been a broadening of the horizon of our thinking and our sympathy. As United States citizens, I believe we have been particularly provincial in the past. It is a disability under which we have lived as compared with the advantage belonging to our friends in Great Britain. Their political relationships with a world empire tended to give to their people a world outlook which we of the United States have never enjoyed. This war has, therefore, been a God-send to us in broadening our horizon.

6. The war has had its effect in creating a deep interest in foreign lands. Our boys who have been overseas have seen at first hand, not merely the peoples of Europe, the French, the Italians and the Portuguese, but they have seen legions of non-Christians fighting alongside of them, such as the Algerians, the Senegalese and others, and also the labor battalions working behind them, the Chinese, the Indians and those drawn from the great colonies of France and Africa. Their memory of the fellowship of these races with us in this great struggle will undoubtedly be an asset as we appeal to them for the investment of life in the service of these same lands and these same peoples through Foreign Missions.

7. Surely we should note the tremendous asset that we have and whose results we shall see in the sacrificial spirit that has been developed and revealed by this great war. Nothing can rob us of our priceless possession of the spirit of sacrifice in this war. Henceforth, it will not seem an unreasonable thing to ask not simply for one life, but for every life in a family for the service of Christ, because such demands have been made of families again and again in this great struggle and they were responded to.

Now in closing, just a word as to the possible effect of

this war upon the attitude of the candidate toward the type of work that has been mainly represented by the Foreign Missionary Movement. Personally, I am inclined to believe that there is going to be a modification of the interest in Foreign Missions. There will be a broader interest than formerly. The candidate will realize that after all the aim of the foreign missionary enterprise is to usher in the Kingdom of God and the conditions which belong to it. But he will realize that while the evangelistic work is directly related to that great aim, there are other great agencies that God is using in this common task. It is the lesson that comes out of the consecration of armies to the service of liberty and to the service of the Kingdom of God. So the missionary candidate will henceforth regard other agencies and other activities as working with him, and it may even be that he will feel called to lend a hand to these other agencies and forces that are working along educational lines and governmental lines, just as he felt justified in turning aside from his missionary calling to serve under arms because at that moment the Kingdom of God called for that service and because that service was closely and vitally related to all the possibilities of future missionary work throughout the world.

## WOMEN CANDIDATES AND THE WAR

BY MRS. HENRY W. PEABODY, BEVERLY, MASS.

The war has made it easier to present foreign missions since the war was itself a foreign mission with a noble motive of redemption. The war has rediscovered or reemphasized certain lost truths and reinstated some vanishing ideals. It has convinced the world of sin and wrath and of a Day of Judgment. It has shown how essential is a Savior of the world. It has restated the law of sacrifice; for without shedding blood there was no remission. It has revealed the angel in man and woman and has shown us the beast. We have seen young lads meet death with a cheer and enter with a serene conviction upon immortality. We have known fathers and mothers suddenly strong to send their sons and daughters to death for the sake of the freedom of humanity. We are now watching the birth of world democracy and are realizing a new universal sympathy. We are bound by duty to Allies. We are caught and held in the new internationalism.

How has the war especially affected women?

It has helped them to drop games and pettiness and points



of precedence and to forget themselves in a great cause. They have knit and made comfort bags and done Red Cross work. They have conducted campaigns and built hostess's houses and gone into camps and have fought liquor and vice and temptation. They have donned uniforms and marched in processions. They have worked in munitions factories and on street cars and in elevators. They have made awful concoctions in the way of war foods, and have compelled their families to consume them cheerfully. They have been under the strict military discipline of Mr. Hoover and have not failed in obedience. They have served on Councils of Defense and Liberty Loan Committees. They have talked on street corners to men collectively with the authority reserved hitherto for their husbands at home. All these things women have done and more. They have gone overseas as nurses and canteen workers, as ambulance drivers and servants. They have written wonderful messages in magazines and books; and, last but not least, they have stayed at home, most of them, without uniform or parade—the great rank and file—they of the order of the gingham apron, and have let go out of their sight with a smile that God somehow made possible the sons they bore, the husbands on whom they leaned. They have written letters with cheerful camouflage, and have kept up the morale of the men in the trenches. These are the visible results. The spiritual achievements may not be recorded.

How will this war experience affect our women's missionary work in the world? Shall we see repeated the history of the Civil War, when after the years of service for the army, women turned their attention, their own hearts breaking with sorrow and loss, to the bitter sorrows of the women of the world who had no Comforter? Then the great foreign missionary societies of women were born and developed. These societies are to-day celebrating their jubilee anniversary. But there is the danger always that the good may be the enemy of the best, and the very fact that women have much to their credit in this department of service during fifty years may cause failure to-day to meet the present greater world crisis. There is danger that the missionary societies themselves with conservatism and timidity will be content to go on along their beaten path without the new and larger vision which the war has brought.

How shall the heroism and the efficiency developed in the war be captured for great spiritual ends? How shall women be fitted for the new world democracy? It will be necessary to restate our appeal in terms that women can understand. We have succeeded in fifty years in commanding the attention of only one-fifth of the Christian women of our country

in this wide sphere of international Christian service. There is a mighty work to be done at once in the churches. As men have taken advantage of demobilization to send their appeal to the camps in this country and to the troops overseas, the women's boards, if they are to meet the present emergency, must frame an appeal to arrest the attention of professional women already trained, teachers, doctors, nurses, specialists in social service and educational work. We cannot wait until the colleges have given us the results of work to be done this year. There are students in colleges who will be ready in five years or ten years; but the crisis is on to-day. The appeal must be sent out immediately to groups of women who have already graduated—to those already trained and tested. They must face with us the world need; they must realize that if men are needed in China and India and Africa, women are needed a hundred-fold more, since the women are a century behind the men, in these lands, and a nation cannot rise higher than its women.

It was suggested that we might consider the question of women supplying the places of men in the foreign mission fields, just as they have supplied their places in various departments of industry at home. Since demobilization is so near, we believe there will not be, with the aggressive plans in prospect, any deficiency of men. It is far more likely that we shall lack women. There are many departments of foreign mission work which cannot, ought not to be assumed by women. We believe that the very best assistance we can render to the general boards is to do the work of the women's boards with the greatest possible aggressiveness and efficiency. The general boards have surrendered to the women certain departments of work which they and they alone can do. They must not be asked to yield any of the responsibility for their own task.

Some of the compelling new demands on the ranks of women include teachers for colleges and medical schools recently opened. We need immediately a corps of doctors and nurses to supply vacancies in hospitals closed or likely to be closed, leaving women and children without any medical aid. What is easier than to turn the attention of women who have given themselves to the service of humanity through the Red Cross to this far greater service, involving larger territories, greater numbers, and more terrible suffering? We need medical units in every Oriental country, well equipped as they have never yet been. There is a call immediately for fifty women doctors to supply most urgent needs as the heads of hospitals and on faculties of the new medical schools for Oriental women. There is an imperative need of a corps of well-trained teachers

with modern educational methods. We especially need expert primary teachers, and those who are qualified to train teachers. We cannot ask Japan and China to accept a lower grade of service than we furnish in this country and all these must be of the highest Christian character, willing to sacrifice position and money and life for this great spiritual adventure. The greatest need of all is for thoroughly trained Bible teachers and interpreters, evangelists who can organize and train groups of Christian women to present the Gospel to the masses of women shut in and shut out from all opportunities to know the Savior of the world.

The war has roused even backward nations to their industrial opportunities. While we may find our need of industrial missions, so-called, lessening, we shall find a thousand-fold more need of social and economic workers who have been trained to meet these problems and to prevent the exploitation of women and children which has been a blot on the industrial systems of Europe and America.

Can anyone question the unparalleled opportunity for women's work to-day in the Near East, in the Far East, in South America, in Africa? The foundations have been laid in all these lands. Now comes the new period of expansion with the necessity for the training of hundreds of these Oriental women for Christian leadership among their own peoples. Are we prepared? What is our program? Victory will not come to us; we must win it and to win it we must have first a *united campaign*. We must recognize the necessity of working together, of praying together, and of presenting together the plan for the salvation of the women of the world. This will involve women as well as the men in an adequate recruiting program, and as Dr. Speer has stated, "we cannot wait."

If any one feels that the field has been worked, let me give you one instance of a church in New England in an ordinary community. A typical case, alas! On the flag of that church may be found *one hundred forty-five stars* for young men and women who have gone into war service from patriotic motives. On that church flag is not one missionary star. Is it not time that we hung out service flags for the Church army overseas? Is there not a service which women's missionary societies render in bringing this great lack to the attention of all Christian people? Let us use the catchwords that have served so splendidly in the raising of great funds and in recruiting of great masses of men and women—in addition to LEND—GIVE!—JOIN! let the Church present its Great Adventure and add its call—GO! SEND! the call of the Captain of our united forces. There need be no fear that we cannot find

women of sufficient consecration and training ready if they knew the need. We have not realized the vision of Mary Lyon who, a hundred years ago, stated: "A lady should be so educated that she can go as a missionary on a fortnight's notice." Unfortunately our women's colleges have not all held to the motto of Mary Lyon that students should "live for God and do something." But some are ready. We must have women educated not only in college but in the school of life.

With a consciousness of the great difficulties in the path, and a realization of our own weakness in spite of the development of power during the war, there is infinite hope. We are interpreting the sacrifice of Christ. Margaret Deland in a recent article in the *American Magazine* has brought out marvelously the sacramental idea in this hour of sacrifice for the world. In speaking of our boys and their wonderful, joyful gift of life in the war, she brings to us with a new meaning the Great Sacrifice into which they entered and we too must enter. "He took the cup and *gave thanks*." Are we as women also ready to take this cup which means a sacrificial gift of life and wealth in the name of Jesus Christ for the redemption of His world, a sacrifice and sacrament such as we have never known?

As peace dawned after four years of awful tumult there came to our hearts with a new meaning the vision revealed to John on the sea-bound Island of Patmos—"And I saw a new heaven and a new earth, for the first heaven and the first earth were passed away *and there was no more sea*." The sea which has barred men and women from each other through all generations, the estranging sea which has hampered and separated, has been bridged by the young lives of our boys in the cause of world freedom, and not our men alone, but the men of India, of China, of Japan, and of Africa and the Islands, have flung their lives across all the seas and to-day we too enter into the revelation of John. We can go to mothers and fathers, to young men and young women now, and ask them in the name of God and Humanity to enter upon life service in a new world which is one world. We can go to-day to women of all nations, those who are waiting in bondage over there, with the message of salvation, and a Savior. For there is no more sea! "And there shall be a new heaven and a new earth wherein dwelleth righteousness." This vision may be realized if we, whom God has placed as Christian leaders in foreign missionary work, will listen not to our fears, but to His mighty call and opportunity.

## THE RESPONSIBILITY OF THE BOARDS IN SECURING QUALIFIED CANDIDATES

BY REV. JAMES L. BARTON, D.D.

From my observations I am led to doubt if any of our leaders really realize the significance of candidates for missionary service. When we look at the organizations within the Boards, the Candidate Departments, my impression is that no Board fully grasps the importance of the candidates if we judge by the importance it places upon the Candidate Department and the Candidate Secretary. I wonder if there is any Board that has a Candidate Secretary who is really and only a Candidate Secretary so that his candidate work is not a mere incident. Do we realize that the candidate is more important than the Secretary at home? The success of the work abroad depends on the adequately equipped missionary. We might have millions of dollars in money and if we did not have able missionaries on the field our work would be a total failure. The missionary is the Mission Board in operation. It depends upon the men and women sent out as to whether mission work is to succeed or is not to succeed, and yet our Candidate Department at home is often regarded as an incident.

If I were going to take a text this morning, I would choose as my text: "Give us this day our daily bread"—and in counterpart: "Pray the Lord at the harvest, that he thrust forth laborers into the harvest." When we pray "Give us this day our daily bread," we know we must plow and sow and reap and grind and bake, if we expect that prayer to be answered. And yet the Boards have prayed the Lord to thrust forth laborers into the harvest, and have supinely waited for the answer. We have taken practically the position of that moderator who said, when Carey wanted to go into the mission field, "Sit down, young man—when the Lord wants to convert the heathen, He will do it without any of your help."

I have talked with a Candidate Secretary of a Mission Board who said he thought it was a dangerous thing to ask anybody to be a foreign missionary. His theory was, and he believed in it (he is not living now), that it was not the Board's business to ask any one to become a missionary. He thought that if the Lord wanted a young man to go into the missionary service, He would call and send him; this Secretary would neither plow, nor sow, nor reap, nor grind, nor



bake, but he would pray "Give me this day my daily bread," and then wait to have his bread put into his mouth. We have got to pray the Lord of the harvest, but we have got to help the Lord do the thrusting. We remember that our Lord Jesus Himself, when He set out to make up His school of the Apostles, He did not advertise but He went out and one by one He picked His men. With all reverence, if He had waited for applications to come in, a good deal more than eight per cent of them would have been failures, but He selected His candidates and then He started a school to train them for the great service that He was to put upon them. I believe the principle that was adopted by Christ Himself should be adopted by the Mission Board.

We must put our missionary work upon the basis of service and sacrifice—the moral equivalent of war. Our young men and young women should be made to understand that this missionary business is the biggest thing in the world as we go to them and ask them to render a service requiring great sacrifice, hardship and peril, but that it is the greatest thing in the world because we are organizing nations. We are just beginning to grasp the fact now in these later days of the war, that it is the missionary work that is going to save this world after all.

How are we going to make these great Eastern nations safe for themselves and for the world, unless we plant the Gospel of Jesus Christ in the hearts of the men and the women that are making the new democracies of the world? You cannot save a democracy except you save the people of that democracy, and you cannot save the people of the democracies to-day except through those who go there with the Gospel of Christ to put this Gospel into the hearts of people for themselves and for their national life. You cannot save China by diplomacy or by education; you can save China only by impressing upon China the fact that it can live only as it has the ideals of Christ at the heart of her country.

We should go to our colleges and our theological schools and say to the faculty, "Who are your best men, who are your best women in this institution?" And then go to them and say, "I want to invite you to consider missionary work."

There is one other thing in closing; I do not like the word "candidate." A candidate signifies running for office, it signifies putting up money for the campaign. The fact that a man is a candidate for a vacant pulpit here at home often gives him a wrong standing in the church; he appears as a man seeking a place. Words are spoiled by their associations and it seems to me that the word "candidate" applied to a missionary applicant should be laid aside. Let us put "recruit"

in the place of "candidate." Let's keep a little bit of the war idea, we want that war idea of sacrifice, of service, of hardship, of endurance; we want all that, and let's call the young people "recruits" and let's have our recruiting departments in our Mission Boards and let's have our recruiting secretaries and then go into the colleges to recruit and into our theological seminaries and our women's colleges for recruits. If we could eliminate the candidate nomenclature and get the idea that Mission Boards are recruiting organizations, to recruit for this great service, with their recruiting department and their recruiting officer, I believe we would take a long step in advance.

We have got to get at these young people, see that they are properly trained to go to China or elsewhere to go there to represent the greatest and highest ideals that ever have come before the world and the ideals which only are going to save this old world, in the reorganization after the war, the great ideals of Jesus Christ, which apply not only to society, but to national salvation.

## DISCUSSION

**Rev. Brewer Eddy:** If Dr. Watson's paper implied that there will be a shortage of men in the next two years, I doubt if I could agree with him. As I see it we are going to be able to get a stronger type of men, and more of them, and I think we should not quite agree that the fact that men have left their institutions to go into service will delay men in their preparation. I do not think that the number of volunteers will be in the least decreased. We think that they will be very rapidly increased, because the life dedication involved in enlistment and service, whether at home or abroad, is such a close cousin to the life enlistment on the mission field. I have been in touch, personally, with a few men, not enough yet, to generalize upon, who want to go to the mission field because they were disappointed in not getting into overseas service.

The men who are ready to join our new band for Turkey, surprised us at times in number and in quality, men whom we could not reach for regular lines of missionary service are very anxious to go into the work that combines real life elements and opens a future in missionary service.

If men with whom I have been in correspondence, who left their institutions last April and who are coming back into their institutions in January and February from home camps, receive credit for that year's work, they will graduate with their classes. The institutions are allowing them this. As I see it all boards should expect more volunteers, in a richer spirit of self-sacrifice and of a distinctly more virile quality than we have ever had before. They may not express their religious motives in the same terms as heretofore, but we have received great reservoirs of strength through the military training of men, and they are coming to our mission boards, I believe, in a flood.

This is a good time, I think, for all candidate secretaries to revise their files. I began it this fall, and I have gotten as far as the letter "J." We are sending a letter to every man who has ever been on our

list in the last six or eight years. Many of them have been disturbed from their former lines of preparation. We ought not to drop any man whom we cannot locate, because he may be overseas. But men who tell us now that they have given up the missionary idea, I think may as well be dropped. We are going to get new supplies. Many of us will be able to cut down our files to less than fifty per cent of the amount of correspondence we have had in those files before. We are having a grand clearing, because the intervention of the war has shaken men loose, and we are not subsisting longer on echoes of missionary purposes, we are down to greater reality now than ever before. This year will be a great year of clearance for candidate secretaries, and that will bring in a tremendous number of new men, ready for the mission field, in the finest possible spirit.

**Dr. Orville Reed:** I would like to give a bit of experience. In our board (Presbyterian, New York) we have fifty men in war service, with whom we have been corresponding, putting before them constantly two thoughts, remember what you are to do yourselves when the war is over, remember you are the best man to recruit among your fellows. The moment the armistice was signed we sent out a letter to every one of our men in service, to the effect that now that war is over we expected them to turn immediately to their foreign missionary vision and see it in larger proportion than they had ever seen it before. We have had the very same responsibility. Letters are coming constantly from these candidates. We have interviewed perhaps a quarter of them, and the soldiers who are coming into our office to see us regarding the possibilities of new service and the new era.

**Dr. John F. Goucher:** One of the direct outcomes of the war is the great emphasis placed before the Church, as to the importance of Christian education. It is "first, that which is natural and afterward that which is spiritual." The Church has been led in that order heretofore. We have had, in Germany, a most extraordinary demonstration of the power of education to create a new personality and to function society along the ideal so inculcated. In forty years' training, German *Kultur* has submerged the man and developed the beast. That has emphasized, it seems to me, as it never has been emphasized before, the necessity for thorough Christian education. The Church, through Christian education, in less, possibly, than four decades, can develop the man, with the enfranchisement of his spiritual powers. This is quite possible, if we will obey the command of the Master to "go teach." Therefore one of the most significant, most vital, most comprehensive suggestions that can come to the Church is its responsibility for systematic, persistent, Christian teaching.

It is very interesting to note that, in the providence of God, according to His schedule, necessary preparations for this commission have been in process for some time. There has never been in all the past history of missions such an emphasis upon Christian education as there is at the present time. Throughout the different fields the differentiation of the work and the demand for specialists has created the necessity for special preparation. This has forced upon the Church united effort and organized cooperation. This compulsion in the field demonstrating inadequacy of agents, and the tremendous complications of the problem facing the missionaries have reacted upon the home Church and brought to pass in large part the degree of unified activity which now exists. These union movements within the United States and in Canada are but a reflection of and responses to the responsibilities which have been brought upon the Church by answered prayers and consequent success in the foreign fields.

These organized union movements in the foreign field are very

notable. Notice the Interdenominational Universities at Chengtu, West China, at Nanking, at Peking, at Foochow, not to mention others. With their lands, buildings, faculties, foundations, student bodies and reputation they are ready for a great movement to develop a system of Christian education for China. So also elsewhere. Thus through preparation emphasis is put upon opportunity to meet this vision and responsibility to do so. That brings us back to the country in which we are, namely, the united efforts which are being made here, through organizations such as the Foreign Missions Conference and others growing out of it or similar to it. The Church is being thoroughly saturated with the spirit of cooperation. I say thoroughly. It has not yet worked to its completion. But there is a steady movement toward organized cooperation in all branches of Church activity. This suggests that the Church is living more and more in harmony with the command of the Master: "Lift up your eyes." This war has compelled us to lift up our eyes to a new vision—"and behold the fields white already to harvest"—we are seeing responsibilities and urgency in widening areas, and are praying accordingly. This quickened sympathy manifests itself in this gathering, and in all similar gatherings, where there is a concentration of thought, and interpretation of determination to do His work according to the divine commission—to prepare adequate agents to "go teach."

**Rev. James Lewis:** There is also the immediate necessity of the construction by all of the Mission Boards, together with the foreign departments of the Y. M. & Y. W. C. A., of a program for world reconstruction and the number of missionaries needed therefor. It ought to be a united program. We face to-day such a critical opportunity and need as we have never faced before. A million men have been killed from Britain, one out of every seven men that went from Canada; a million, four hundred twenty-five thousand men killed in France. America has the only reserve man power there is to-day, and I can say from life in the camps for the last few months, that the men of the American army are willing not only, but glad to take up this opportunity to teach liberty to those nations and peoples whom America has helped to make free.

To conserve this attitude and bring resultant action is the chance which comes to us at this moment of demobilization. I think now of a member in the Intelligence Department in China who has written back to a friend of mine, saying that as soon as he can obtain his discharge, he wants to volunteer and return to China as a missionary because he believes that only in such way can he render his largest service to the new day in China. In talking to a group of officers in an officers' club in one of our large camps a little while ago, the men there were undecided as to what they should do after the war. I mentioned incidentally my own work with missions, and they said, "That appeals to us as the only constructive program for the world after the war."

Another phase of possibility presents itself at this moment. Unless the work of building democracy is done by the Christian forces of America, through Christian channels, it is going to be done largely by some other agencies. Mr. Morgenthau calls for American troops to go to help reconstruct Europe. That is not the function of our Government; it is not primarily the function of the Red Cross, but it is the function, decidedly, of the Christian Church. It alone can do this work in a way which will prevent future wars and really build Christian civilization.

Another phase is the large increase which is bound to come in the Navy and Army preparations of America. We are talking now about



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a three years' program for our Government, six hundred million dollars a year; thirty times the amount that we have been contributing in the United States and Canada for foreign missions, in spite of the fact that Great Britain controls and will continue to control the sea. If the money for this navy program comes out of the pockets of the Christians of America, there will likely be less to give for foreign missions. The Government is going to increase its regular army six-fold. We had fifty-two hundred officers in January, 1917. The plan now is for an army of thirty thousand officers. Instead of one hundred and twenty-five thousand men, we are going to have an army of seven hundred and fifty thousand men.

The Christian Churches to-day face an unparalleled opportunity and an unparalleled responsibility. It is high time that all of the Mission Boards and the foreign departments of the Christian associations get together, make out a definite, comprehensive program for reconstruction, perhaps far beyond the highest dreams of any particular movement or Board, and then go out after the men and women to meet those needs. The money will come. Unless we do this we fail, and if we fail, we deserve to fail; but it will mean an unparalleled loss to the Christian Church.

**Rev. Brewer Eddy:** There is a solemn note of warning in the phrasing of Dr. Barton's topic, the responsibility of the boards. If during the next few months we face an opportunity because of the post-war conditions, we face a *tremendous* obligation. If we miss the right use of this opportunity, it will be our own fault. And is there not a fair degree of danger that a year or two from now we will discover many things we should have been doing to secure efficient men that we have left undone. We should not delay going after the men and women we need for our work.

I mentioned a moment ago clearing your files. The answers now coming back to my desk proves to me that we were late in beginning this new way of correspondence.

When Dr. Patton called upon a man of brilliant qualifications, and spoke to him of the need the American Board had for men, he said, "I thought you were holding me off for some reason." One letter sent from Dr. Patton's office had gone astray. He had waited for that letter, he told Dr. Patton, and was disappointed when it did not come. A few weeks ago we secured a man for India, but we came near losing him because we were too slow in approaching him, for he approached me and said, "Have you decided to drop me? If so, I know where to turn." By good fortune we got to him before he became discouraged with us and turned to other lines of service. And I think it only has to be suggested to remind us that we must cooperate with the Student Volunteer Movement in the work they will do in our colleges during these coming six months.

**Dr. Paul de Schweinitz:** As I came into the room Dr. Barton was emphasizing the point of securing recruits for foreign service by direct selection instead of waiting for volunteers, and I thought I would simply follow that up with our own experience. We, of course, have perhaps the one advantage of being a small denomination, and we know our people pretty well, and have to deal only with one theological seminary, but that is the plan we have always followed, we do not make formal applications. I have been Secretary of Missions now for twenty years, I haven't any statistics at my fingers' ends, but I am perfectly safe in saying that five-sixths of the men we have sent into the foreign field had not thought of going until I approached them first. We simply go through our own theological seminary, watch the men and when we think we have found a man to go into that particular field, we call the man.



**Dr. James Endicott:** We, in Canada, are counting on being able to get from our depleted population plenty of missionaries. Indeed, because we have given such large numbers to the war we expect to get them for foreign mission work, and I am particularly glad because the foreign missionaries have been in this war business so thoroughly. I know of no body of men in any country who have been more generous than our own body of missionaries in the foreign field. I have personally handled thousands and thousands of dollars they have sent to me for war comforts and such like. They were a little body of missionaries, and that means a lot. I do not know of a missionary in the foreign field or ex-missionary who had a son of military age that didn't don the khaki. Several sons of foreign missionaries will never come back from Flanders. These men were not merely missionaries, but they rallied immediately to the call of Europe.

When we say that our men have played the game, that they are the right type of men, they are virile stuff, men with vision, men of virile stock, we can make our appeals straight to the fellows who come back from the front in the right spirit. Yesterday we got a couple of letters, one from a man written just before the war was over, who said, "It looks now as if the road would be free to China," and the other reaffirms his old attitude toward the mission field. But after all it will depend upon the way secretaries and preachers and teachers can feel the whole impact of this great war, and interpret the whole new world that is opening up to us.

**Dr. Stanley White:** While there have been different angles of views, there has only been one conclusion that we can all reach, that we are living at a crucial time, so far as the work of Christian missions is concerned, that we have been taught that there are great reserves that we can appeal to in the way of service and that we must go and make our appeal with the most tremendous boldness. Nobody has hesitated to go to any man that was a possibility for service to his country and put the matter to him just as directly and forcibly as it could be put. Here we are gathered together, representing all the Mission Boards. It does seem to me that we ought to send out from this meeting some sort of a statement that would embody the spirit which has been manifested here and which is stirring all our hearts.

My thought was that we might ask our Committee on Findings to prepare such appeal, or suggest some way by which it might be prepared and before we finish that appeal might be given the endorsement of these representatives of all the Mission Boards.

**Dr. E. Munson Hill:** I feel that there has never been such a time to get hold of young men at the period when they are deciding their life work. But we must get to these young men with a voice that has something of authority in it. It must come from a high source. There must be a united appeal. Our united appeal should go to our young people in these two countries calling them to this great service. Something which would make the boys feel that now that they have gone "over the top" in France, they must make ready to go into another great campaign—that of winning the world for Christ. They should be made to understand that they have already taken the first step and that they must take the next step in order to make good what they have already done.

There is one thing that our Canadian people are doing. The men of the Y. M. C. A. have gone over to the boys at the front and organized what we call a Khaki University. One of our finest educational leaders, Dr. Tory, Principal of one of the Provincial Universities, was asked to organize it, and he has organized it over in England and on the Continent, and they have classes there for these

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young men who are invalided and who are in training in France and Britain, and they are beginning regular courses to help these men do the work that they have fallen out from doing in going away from here. Just as I left Canada we had taken another step in doing that thing theologically. We are in advance of you in some respects, for we have in Montreal a United Theological College. The Congregationalists and the Methodists and the Presbyterians and the Episcopalians have formed a united theological faculty affiliated with the McGill University, and we are making an impression because we are a united body. Now that group has chosen three of its best men to go over there to work with the Khaki University to get at those young men who haven't yet been discharged from service to put the appeal before them there for the ministry and for missionary service, and they go in that way with the voice of the whole Christian force of Canada.

**Mr. Fennell P. Turner:** It has helped me as I have studied this very difficult problem of securing an adequate number of qualified men and women for the work of the Church abroad, to keep in mind that in this work four processes must go on all the time. These processes so shade into each other and so overlap that it is practically impossible to indicate where one begins and the other ends. Nevertheless it will help to think of them as distinct. These processes are (1) the recruiting, (2) the training, (3) the selecting, and (4) the appointing of missionary candidates. There is no conflict between the different processes. Theoretically they should follow each other in logical order. But we know that when we come to deal with men and women such things do not work out in logical order.

The distinctive work of the Student Volunteer Movement is that of recruiting. This has always been its primary work and to this work we have given ourselves with all the resources at our disposal, but we have never attained our ideals. The Student Volunteer Movement has been accepted by the Foreign Mission Boards as their agency which is concentrating on this great work—and during the more than thirty years of its history it has devoted all its energies with singleness of purpose to this one task.

The other three processes, the training, selecting and appointing, cannot be done by the Student Volunteer Movement. They must be carried on by the agency which in the last analysis must become responsible for the employment and direction of the worker when he enters upon his life work. So far as our Foreign Mission Boards are concerned, that is the work of the Candidate Committee and the Candidate Secretary. As I said in the beginning, all these processes overlap and shade into each other. A Student Volunteer Secretary is obliged to give suggestions as to courses of study and training; he cannot help himself. And so the Board Secretaries must help young people in the period during which they are trying to decide what their life work is to be. Making all due allowance for this overlapping, the functions of a Candidate Department and the Candidate Secretary stand out clearly. Their work is to study the candidate and decide whether or not his qualifications are such that he will fit into the work which the Board wants him to do. The functions of the Candidate Secretary and the Candidate Department must be of a judicial character. Candidates come to the attention of the Candidate Department in all stages of development. The Candidate Department must be responsible for the training, the selection and the appointment of the candidate. One of the difficulties we at present are contending with is due to the fact that young people

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who want to be missionaries have no one to guide them in their preparation.

Our Boards in the past have found that their candidates were secured very easily. We still expect to find them ready, trained and prepared for any kind of work to be done on the field. The situation has changed, but our methods of dealing with candidates have not changed to meet them. The Candidate Department must deal not only with the young men and young women who offer themselves for the work of the Board, but in filling positions on the mission field the Candidate Department must search for men and women who have these qualifications already and extend calls to them for such service, just as any other organization would have to do when they are trying to fill vacancies. When it comes to selecting men and women for given positions, the approach of the Candidate Department (the selecting agency) on the one hand to the Volunteer, who has presented himself to the Board saying, "I want to become one of your missionaries," and on the other hand to the man in the theological seminary, in the medical school, in the pastorate, or in the professorship who may be called to fill a vacancy in the mission field, should be the same, that is, a definite call to fill the post. There is, however, this difference: a man who has come forward with the offer of service, if he have the qualifications to fill the vacancy, has behind him already a powerful motive calling him into this work. The other man may not have come to the point where he feels that it is his duty to go to the foreign mission field. This, however, should not prevent the Candidate Secretary from presenting calls to specific work to any men who have the qualifications, for we never know how far they have gone in their thinking or what forces have been at work in creating on their part a sense of missionary responsibility. Furthermore, the very proposal of the Candidate Secretary may be a call of God to a specific service.

Finally, this year the Student Volunteer Movement needs as never before your help. For this reason: heretofore we have been able to get a sufficient number of competent young men, who are under appointment or just about to be under appointment to visit the colleges and do this work. Just now they are all in the army and we have not been able to get them. That throws us back in a larger degree than ever on the Boards for your best and ablest young missionaries who are back from the mission field. We must have missionaries who can enter into sympathetic understanding with the problems of the undergraduate. The Boards must let us have some of the brightest and best young missionaries now home on furlough, for this work in colleges and universities. And you must let us have them without charge; that is, the Board must provide salary allowances. We can finance the traveling expenses, but, if you want us to put over a big program such as you have indicated here as necessary, you must allocate these missionaries to the Student Volunteer work for this next period of six months. During the last two or three years the missionaries home on furlough have all come home with plans for post graduate study and they do not want to turn aside from their period of study and go into this traveling work.

I had a letter from a man this week whom I had been in correspondence with about doing work in the colleges. He is admirably fitted to do Student Volunteer work, but he wants to go to the theological seminary for further study. In his case it will mean that he must stay at home an extra year or six months, to enable him to do both this recruiting work and the study he feels necessary. Now I appeal to you as the administrative secretaries of our Boards

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looking to the Student Volunteer Movement to do this work, to allocate these qualified men to the Student Volunteer work and to provide their home allowances during the period they give to the work. The Student Volunteer Movement will provide their traveling expenses. We need this help from the Boards this year. We have had our difficulties in financing our work.

**Chairman Corey:** We have come to some very definite convictions—one is, the need for candidates eclipses all other needs; (2) that there are plenty of possible candidates for all the foreign missionary boards and Y. M. C. A. agencies if we can only get out and get them; (3) now is the time to go and find them; and (4) somehow we must so organize the work so that we can help the Student Volunteer Movement just now to find these recruits.

## REACHING AND TRAINING MEN IN THE ARMY AND NAVY FOR MIS- SIONARY SERVICE

BY DR. ROBERT E. SPEER, NEW YORK

I am sorry not to have heard what was said this morning. In discussing my part of this general theme, perhaps I shall be repeating what has been already said, and I hope that if there is anything of that sort the Chairman will not hesitate to interrupt. And yet a little bit of repetition would be a cheap price to pay for our adequate appreciation of the gravity of the issues that are involved in the present situation. We are dealing in this theme with the field of supply of leadership for the Christian Church and its various agencies, for many, many years to come. In the camps, in the armies abroad, in the universities and colleges which have been under the administration of the War Department, we have gathered up most of the men on whom we have to rely for the Christian ministry, for missionary service, for the various forms of Christian activity in our own land and abroad. We have them also in a situation such as could not have been produced by us—we have them physically congregated, we have them under psychological conditions which we could never have artificially produced. The situation presents an opportunity such as has not been in our time, perhaps in any time, for recruiting men for the service of the Christian Church.

It is not to be wondered that convictions as to the importance of the situation have forced themselves upon the minds of many men in many different sections of the Church's work.

The theological seminaries of our country felt the burden some time ago and they held a meeting, as you know, at Cambridge, attended by representatives of practically all the theological schools of the United States and a number of those of Canada, to consider the double question, first, as to what change in theological education might be necessary, in view of these new conditions, the temper of the men who were to be trained and the needs of the times and what could be done to supply provisional theological training to the large number of young men withdrawn from the seminaries and who were to be given some kind of vocational training with the rest of our troops under the plan of the khaki university during the de-



mobilization period on the other side; and second, there was the question of recruiting men for their diminished ranks. Where were they going to get the men to make up for these empty entering classes of the past year? And this group of men representing the theological schools appointed a continuation committee of eight or ten of the leading theological teachers of the country to study these questions and to relate themselves to any other groups that might be acting in this field. In the second place, the religious workers in the camps felt this burden. Wherever there was an earnest and wide visioned man in any of the army camps in the United States he saw this opportunity and he felt the weight of this need. From various sections of the country also there came to the War Work Council of the Y. M. C. A., communications urging the necessity of some form of organization that would cope with this problem now. The Church Boards of Education of the various denominations naturally felt their responsibility. They realized we had the chance of a century in these young men gathered in the camps to recruit men for the ministry. Our foreign missionary agencies also realized the situation. The Reference and Counsel Committee took the matter up some time ago to consider what ought to be done in order that we might secure the men needed for foreign missionary work, out of these four or five million young men of our nation, who are now gathered in the army and navy of the United States.

Now it was obvious at once that something must be done to correlate these various proposals. Evidently it was a piece of work that none of us could do single-handed, and in which, if we attempted to do it, we might hinder others and frustrate our own designs. Accordingly, through the General War Time Commission of the Churches, an agency brought into existence through the instrumentality of the Federal Council at the beginning of the war to coordinate the war activities of all the Protestant churches and affiliated religious agencies, a central committee was established to bring together all these different elements that were approaching this common problem. The committee was constituted, with Dr. Ross Stevenson as its Chairman, and was divided into two sections, one half on training, with Dr. Douglas Mackenzie at the head of it, and the other half on recruiting, with Dr. Padelford at the head of it. Request was made to release Dr. Padelford from his other work, so that he might give his time wholly as the Secretary of the full Committee and as Chairman of the subdivision dealing with recruiting. I might go on further to say that this Committee was made up of elements representing all these different bodies. It has representatives of the Church Boards of Education, of the Continuation Committee of the

Theological Seminary Conference, of the denominational War Commissions, of the Student Volunteer Movement, of the Board of Missionary Preparation, of the great body of negro institutions represented by Major Moton, the President of Tuskegee and of the recruiting section of the War Work Council of the Y. M. C. A.

As soon as the Committee began to attempt its task it was apparent that there was risk of duplication between the agencies of the War Work Council of the Y. M. C. A. and this coordinate effort of all the religious bodies together. The War Work Council had the needed funds, and a great body of men who could be moved from one position to another and among whom there were men skilled in this work of approaching young men. It became necessary to tie all this up compactly, so that there would be no risk of duplication, so that under the leadership of the churches, with the Y. M. C. A. bringing all its resources into the task, we might carry forward one really adequate undertaking to deal comprehensively with this whole problem of the training and recruiting of men for all forms of Christian service as these men are now ascribed to us.

There was included also the chance to do a still larger thing; that is, to try to bring home to all these masses of young men, facing now a readjustment of their life work, the considerations on the basis of which a life work should be chosen and the principles that should govern it. It gives a chance to put the Christian spirit into all this work of vocational training that has been projected by the Government, especially in its work on the other side of the sea. But primarily what we are concerned in is our own immediate responsibility.

Now it is proposed not only to project this work, but to push it through just as rapidly as can be done. It isn't a problem now, as Mr. Irving was saying the other day, of cooperation so much as it is of operation. The problem is to bring all energies to bear in full power against this perfectly colossal task.

Just a word or two regarding the section on training. Thus far nothing is contemplated in the way of any special provision of training for the young men on this side. But on the other side, Dr. Mackenzie, Dr. Stevenson and President King have all gone over, and they are setting up a training school which will provide theological instruction and training for men desiring to enter social service and all kinds of Christian activity. Such provision will take its place in the general scheme of educational facilities to be supplied in the demobilization time on the other side of the ocean. They have written

back to ask that more men be sent over, and others will be sent to join with them in this training work in France.

But the more pressing task here in this country, and there too, is the matter of recruiting. And here the problem first of all, of course, is to bring all the present forces to bear on the task. Those forces comprise the chaplains first of all. The chaplain is attached, or he has been under our old theory—he has been attached to his own unit, so that he is permanent pastor of a flock and he knows all the men in his own section by name. If the law were fully obeyed we would have one chaplain to every 1,200 men. The chaplain goes with his men and he knows his men as well as any man can where the regiments have been in flux as they have with us during the period of the war. The first thing is to get each chaplain at work on the men in his own little flock, sifting out the individuals among them who ought to be directed to Christian service and laying before them the opportunity and the obligation. Second, other religious workers in the camps. The religious work directors of the Y. M. C. A. and the camp pastors and voluntary chaplains are the second force to be relied upon. Third, the ministers in the neighborhood of camps, who have access to the camps, and by this time have become acquainted with their men. And fourth, the ministers at home, who ought to set up a new touch with all the lads from their congregations, who have gone out into the army here or the army abroad, and lay before them now by correspondence the opportunity of the new time and the obligation under which they are to face afresh the problem of the use of their lives.

I say the problem first of all, therefore, is to align the existing forces, to get the idea into their minds as a living, pressing idea, so that they will at once go to work, these men who are on the ground now, dealing with the men whom they know.

We are attempting this by correspondence. Dr. Padelford and Mr. Irving have sent out letters to all these chaplains and camp workers all over the land. There are in session to-day the departmental religious work directors of all the Y. M. C. A. Association work in the army here in the United States and they are carrying this undertaking right back into their own sections, with a view to seeing that the present workers realize the need and the other right men are put in the camps where men are needed.

In the next place a new literature is being provided to meet this need. We are using President Wilson's pamphlet on the Christian minister and his place in the community, George A. Gordon's pamphlet on the appeal of the ministry to strong men, an address by Dr. Arthur J. Brown on foreign missions and world reconstruction, a paper by Rev. Charles W. Gilkey of

Chicago on the principles which should govern the choice of a life work, and other little pamphlets on the soldiers and foreign missions. Dr. C. H. Patton has written a book which is likely to be used in connection with Mr. J. L. Murray's book in bringing home in fresh ways the whole missionary appeal to the minds of this host of four or five million men who are available to us to-day for our field of cultivation, and Dr. J. H. Jowett's and Dr. Henry Sloan Coffin's books on preaching will be supplied.

In the third place it is proposed to add to the forces now at work just as many men as can be gotten who are adequate to undertake this task. There are a great many who have great skill in so presenting the claims of the ministry that no young men will respond and that young men who had intended to enter the ministry would be likely to turn away. We must head those men off from presenting the claims of the ministry to men in the camps. The thing that has to be done is to find a few men, who can with efficiency and persuasion present the claims of the ministry at home and of foreign missions upon the lives and the strength of these young men in the camps. Mr. Dutton, who has charge of the war religious work in the eastern district of the Y. M. C. A., could use between one and two hundred men at once if they were available to add to the forces in the camps now and for weeks to come present the claims of the ministry and missionary work.

In the fourth place we hope to be able to get up a number of missionary exhibits and to send them with a fresh supply of missionary books into the camps. There are missionary books already in the library supplied by the American Library Association, but that number ought to be increased. The interesting thing is that a large call is coming in from the camps for these books and for missionary magazines.

There are those who say that the opportunity is not as hopeful as I have said. They say we have exaggerated the opportunity that is presented in the camps. Many of you have talked with men who have had much experience on the other side and here who take this view. They say that there has come a moral relaxation in the camps that is unfavorable for this appeal; that we haven't now the old concentration of mind and intensity of purpose that we had before the armistice, which is perfectly true—and that, therefore, we haven't as hopeful an attitude of mind as has been represented. It is said it is a very heterogeneous lot we have to deal with, that there are hundreds of thousands of illiterate men. It is urged that we may cheapen and weaken and even destroy the sincere appeal by addressing it to a great multitude of men who have no appreciation of it. It is said that it is an irresponsible crowd

that we have in the camps, taught to obey orders en masse, that we haven't the same kind of mind to appeal to that we have in normal times when the individual stands on his own feet and thinks for himself. We all know instances that could be cited to-day of the mass movement of men's minds in the camps. Any mass response has to be scrutinized in the army because the army is trained to work together. And there is a great peril that has got to be guarded against precisely here in any recruiting work that is being done. It is urged also that just now there has come a time of great mental diversion and inaccessibility to serious things.

But for every voice that says these things one can produce a dozen voices to say just the other things: that we have an opportunity now, physically and psychologically, for recruiting men such as we have never had. We have still the idealisms of war that haven't altogether flitted out of men's minds. They have felt a call to great and splendid purpose, and that hasn't subsided yet. We have that to build on in all these camps to-day and we have a great deal to answer for if we don't use this chance wisely to-day. Again, there has been a dislocation of men from their old associations and life plans. There are thousands of men who have gone into the camps who had callings before, who are not going back to those callings—there are ministers who are not going back to their ministry, doctors who are not going back to their old methods of practising their profession, and there are hundreds of business men who have seen a new light and a rich vision and who are open now to a new call. There has been the widening of interest and of duty. There have been two things that have dominated the spirit of the young men in the army, that made them what they were before the armistice was signed: One was the power and the passion of a great purpose. They really believed that they were fighting for the salvation of the world; they really believed, tens of thousands of them, that they were fighting for the sanctity of their homes; that if they didn't carry this war through the same thing might happen here in the United States that happened in Belgium and Northern France. Here were literally millions of young men who were inspired as they never had been inspired in their lives before by a great and engrossing and commanding purpose. And secondly there was the weight of an adequate obligation. They were thinking of the world. Boys who had grown up in little country villages and coves out in the mountains began to think of the world. I was at my old home in Pennsylvania, when one of the draft quotas was brought in. There were boys who had scarcely ever been out of the township where they were born. It was a new experience for them all to be



brought together, and now they were thinking of France and far away. And I have been reading in the home papers also letters that those boys have been writing home from France. They have seen a world they didn't know anything about before. They had come to bear the weight of a world burden. Now we have in foreign missions the two things that will replace these two things that are slipping away. Their great purpose has been fulfilled and the weight is lifted. They will shrivel again into provincial Americans unless they can be given a new task—such as the Church can give.

There is need of this recruiting work from the point of view of the Church. Where are we going for our recruits for the future except here? There are young men in the community who didn't go into the army of course, and we must do what we can to reach them, but the great bulk of the young men on whom we must rely are among these five million young Americans who have been enlisted in the army and the navy. If we want recruits for the ministry and for foreign missions for the next thirty years, we must go there to get them. And these young men, as I said a moment ago, need this purpose and this world weight that the missionary idea and the conception of Christian service alone can provide.

They need it in all the three fields where we must now go after them. They need it in our camps here in the United States. I have a letter in my pocket from one of the men at Camp Devens about the thousands of men in that camp to whom they wanted this call presented. He says that what got these men for the army was the task, it was setting before them the colossal task, the winning of the war to defeat Germany. An adequate task appealed to them and they responded to that task. Now we have got to substitute for that task an equivalent one and the Church alone has the full equivalent to substitute, the idea that just as we fought in the war to make possible a Kingdom of Christ in the world, so we should go on now and establish that Kingdom in the world.

We have a unique opportunity for doing this in the home camps. There are hundreds of thousands of saddened men in the United States camps to-day; they are reluctant to go home, some of them, because they will be asked, "What battle did you fight in? Tell us something about France"—and they will have to acknowledge that they never got there. Now, the only thing for us to do for those men is to show them that they don't need to feel disappointed and chagrined because they did not have a chance to go to France and fight, but that they still have their chance in a far more difficult task than the task of war, a task that calls for equal courage and heroism, a task that lays more exactions on men, a task in which

there will be need of the daring of soul that the man has to have who is not held up by the great crowd going his way, but who has to stand alone with only truth and invisible resources behind him. I say we have a chance to meet the need of thousands of these young men in our camps in the United States, who want a great purpose given to them in exchange for the old purpose and who want a great cause that will lift them out of chagrin and disappointment.

In the same way we need this kind of thing over on the other side. General March now says we are to keep over there for a long time a million and a quarter men. We have our work to do among them, and how great that opportunity is. To show you how much the men over there realize the need, let me read a paragraph or two from a letter that came on Monday from Dr. Bovaird—he is Lieutenant Colonel Bovaird now, in charge of a hospital in France. He is writing on the day after the armistice was signed, and the first paragraph reflects all the feelings of that day, and then he goes on:

With the end of the war and the actual signing of the peace compacts, which is surely not far off, all the millions of men in our armies will be sooner or later returned to the homeland to face the problem of their future employment or activities. Among them will be some thousands of medical men. Most of these men will return with their old positions and practices calling for them, but still foot-loose. Many of them, and especially the younger ones, will come back to begin life entirely anew, free as no like body of medical men have ever been in choosing the field of their activities. All of them will return with wider views of life and with possibilities of their work than have heretofore been common among medical men. There can be no doubt that the world will be open as a field for the efforts of these men.

You know how many places have been waiting for the end of the war to release the medical men they are in need of. The question of interest to us is how many of them can be enlisted in the missionary service, how many the missionary societies are prepared to receive and employ.

I know well that the problem of the extent and character of the medical work that could properly be made part of the missionary effort has long been the subject of much study and consideration on your part. It seems to me that this calls for definite decisions of the utmost importance to the future of missions at this time. There is no doubt that if the Church is ready to go forward, there is an opportunity the like of which will never within our lifetime come again. Never again will there be so many men, peculiarly fitted by their experience to listen to the call to world-wide service and also qualified by their experience to meet the call with unusual ability. The question the Church must face is how far it is prepared to go in enlisting medical men for work in foreign fields and also what scope it will seek to give to the men it secures.

The rest of the letter deals with the readiness of the Church to project forms of missionary drive which will use these men

and with our opportunity to help clean up the world when this war goes by. He is speaking only of the opportunity that there is among the thousands of doctors who are over on the other side. Think of how many other groups there are over there, several thousand Y. M. C. A. secretaries, thousands and thousands of young men in the army who went out of our colleges, who are there in a spirit open to this appeal as no group that we have ever known.

And, third, there is the group of the S. A. T. C. here in the United States, and that is almost the most pressing and urgent of all. I was at Princeton last Sunday, just the day before the dissolution of the S. A. T. C. at Princeton. On Monday they were to turn in their guns and all their uniforms, save one that they could keep and wear for three months. I was at Princeton on Sunday, the day immediately after the United States entered the war. I was there last Sunday, the day before those boys came out of the war. I never have seen men in more solemn mood than in Princeton on these two days. If there are any of you who have not been in any of our universities to witness a breaking of the S. A. T. C. you ought to go. You haven't any idea of the psychology of the situation unless you actually have seen it. There is a hungry groping after some great purpose that will take the place of the purpose gone, that will fill up this great gap of the died-out glory—why, we have a chance in the universities of the land to-day equal to any that we ever have had. All the heat of those first days of the Student Volunteer Movement thirty years ago has been running in my blood since last Sunday. I cannot imagine a greater opportunity for a man, for the next few weeks, than in the colleges and universities of this country. All these S. A. T. C.s are to be disintegrated before the holidays. Thousands of these boys will drift out of the colleges between Christmas and New Year's and then the colleges will start anew the first week in January. The Student Volunteer Movement ought to have fifty secretaries ready to travel this land from sea to sea. The old hindrances that sprang from the military situation are gone now, and we have left a great open field. There are great streams of life wandering out now—who is going to gather them in and give them their direction? Thus is offered to the Church a great plastic mass of spirit in our colleges and universities to stamp for the highest and holiest purposes.

And now, lastly, what can we do who are gathered here? There are some things that we who represent the mission boards ought to do at once. Dr. F. W. Padelford has been getting in communication with every one of our boards, and is asking us to release the best missionaries to do this kind

of work. I think we ought to give this the first claim. The best men we have to present the cause of missions to young men, the best men to present missions as a life work, we ought to put now at the disposal of this committee on recruiting, which represents us all, and which has the resources to do this work and see how powerful an impact we can make with these forces. We can stir up our own ministers, the men in the neighborhood of the camps, the pastors in the home churches from which the lads went out, and urge them immediately to begin correspondence with their boys who are off in the camps or on the other side, if they haven't done so, with regard to what they are going to do now that the war is over. There is many a lad for whom that will be the most efficient method of approach. Next, we ought ourselves to begin correspondence with the chaplains. It would be a good thing if every foreign mission board could get a list of the chaplains of that denomination—it can be supplied, the General Wartime Commission of the Churches will be happy to supply it—and where they are, and then if each mission board could write to those chaplains, supplying those chaplains with a clear statement of what we want now and for years to come, those men may be able to gather up for us this year some of the men we want to send out next fall, or they will be able to get us the men needed two, three or four years from now, especially three years from now, when, unless something is done, our seminaries will be closing with no graduating classes. And especially wherever we have got any candidates that we know of, any student volunteers in the army now, or where there are any Christian officers that we know, we ought to correspond with them, from our candidate departments, letting them know what we want and setting them at work. The saddest thing about this war from many points of view has been the feebleness of spontaneous religion in America. We have not been able to depend for the Christian work in the army upon the mass of Christian men in the army. There were hundreds of thousands of them in the army—officers, privates, who had come right out of our own churches. Why, one would say from one point of view, "What need do you have for chaplains or Y. M. C. A., you have millions of Christian men in the army, and they are the men to do it." I say the sad thing has been to see how little we can rely upon the spontaneous energies of the Christian life of the nation—and we cannot rely on it adequately here. Everything we can do to stir the men whom we know, candidates or volunteers or Christians, in the army to reach their fellows, in behalf of the Christian service and the ministry we ought to do.

Now my friends, the time is very short. I doubt whether

we were ever given so short a time to do a big piece of work as this. We ought to have foreseen this long ago and been ready for it. Of course, there are just excuses. Nobody had any idea that the S. A. T. C. were going to be dissolved in December. We all thought they would last through the year. Nobody had any idea that the war was going to end in November. Nobody could have foreseen that the end was coming, and we are not to be reproached that we have not been more ready than we are. It is easier to get ready for war than it is to get ready for peace, and the tasks of peace are more difficult than the tasks of war. But now we have got our hour, a great open hour. How long it is going to last no man can say. It may be only a few weeks, in the colleges and universities, before this has passed by. We know it is going to last for some months, it may be nine months or a year or more, in the army, though in a diminishing measure. We have our chance. And now, while the day lasts, we ought to seize this chance. There are a great many other things that we can afford to postpone, but this we cannot afford to postpone.

## **DISCUSSION**

**Dr. F. W. Padelford:** In view of what Dr. Speer has said it is not necessary for me to say very much. If this work in the camps is going to be done, we shall have to have assistance of a large number of men, and those men will have to be supplied through the pastors of our churches and the mission boards. As Dr. Speer said, we have been trying to get in touch with the mission boards to see if we could secure these helpers. I tried to get in touch with them first by letter and I found that was absolutely useless because of the secretaries that I wrote to, some of them wrote back that the work could not be done, that it was not worth the attempt. Therefore I have had to go around from one board to another to present this work personally. I would like to have this opportunity of saying to you here, that if we are going to do this thing successfully, we simply must have the help of your secretaries and of your missionaries and have them just as large as possible right now. I have been trying to get a list of men who might work here in the eastern district. As Dr. Speer said, we could use a hundred men right now, and I have only a dozen men as yet who can take this work in the eastern district, and there is the great central and south district that has to be handled at the same time. May I make this personal appeal, therefore, to these missionary secretaries, that you will designate to us as quickly as you can some of the men who can really touch men, some of the men who are home on furlough.

I wish also to emphasize strongly another word of Dr. Speer's. A large number of these men are going home right away, and the question in their minds is, "What am I going to do?" If we could get the ear of the pastors throughout the country we could get them interested in the proposition, but a commission like ours does not get very much chance with the pastors. I wrote to one of the boards the other day asking for a list of the pastors around the camps, and the secre-



### **Soldiers and Sailors for Missionary Service**

tary said, "Do you really want them? I know that would be a lot of work on our part, and I don't believe we want to do it." If your boards would only send a letter to your pastors all over the country and call their attention to this opportunity and ask them to help us, I believe we could land some of these men who are otherwise going to slip away from us. This committee represents you, and I have come here this afternoon to ask for your help, and ask your help right now. I can be addressed over at the Fifth Avenue Building here in this city, if you will drop me a line. F. W. Padelford, Fifth Avenue Building, here in New York.

## MISCELLANEOUS

These miscellaneous papers bearing on the candidate problem have been included in this volume by request so that they may be readily accessible to those who are studying this subject.

## A REVIEW OF WHAT HAS BEEN ACCOMPLISHED BY THE BOARD OF MISSIONARY PREPARATION <sup>1</sup>

BY PRESIDENT W. DOUGLAS MACKENZIE, D.D., CHAIRMAN

This is the sixth time on which the Board of Missionary Preparation appears before this Conference to report on its work. We are very grateful indeed for the extended program which is made possible by the time allowed us at this Conference. I would like to say a few words in review of what has been done, and then give way to those who will lay before you the results of our more recent labors.

In this sixth annual report we might well summarize the labors of the past, and make clear to ourselves what are the actual problems that lie immediately before us; and I speak of us, not as the Board of Missionary Preparation, but as the Foreign Missions Conference of North America. None of you will ever forget, I hope, that this Board of Missionary Preparation, although it has such a distinctive name, is the offspring of this Conference; that you appoint us and finance us, and that we are responsible to you. And what I want to find out to-day is whether our findings, our conclusions, our proposals, lie upon the conscience of the Conference; whether the Conference has been indulging in a luxurious aside in appointing such a Board of Missionary Preparation, or whether this Conference feels that this is part of its work to which as a conference it stands committed; and I think I am speaking for the whole Board when I say we would like to know how far that committal goes.

The Board of Missionary Preparation at its start decided that it had nothing to do, for some time, at any rate, with institutions, whether administrative, educational or otherwise. It thought that its first task must be to explore the field assigned to it; that exploration has reached a climax this year, of which you will be hearing in a little while.

First of all, the Board explored so far as to discuss the various kinds of missionary that have to be prepared for the foreign field. For its second series of reports it appointed committees to investigate the methods of preparation that are required for the different types of missionaries that are

<sup>1</sup> An address given at the Foreign Missions Conference in January, 1918.

employed by the boards all over the world. The third endeavor was a series of investigations into the different fields of the world in so far as that investigation would throw light upon the question of preparation,—how to prepare for China, for India, for Africa. And then the last series was the study of the different religions of the world in order to discover how men and women may be prepared to take the Gospel to those who are under the sway of those religions. Now, that is a great program of work that has been done, with the assistance of hundreds of men and women all over the world, by the successive committees appointed under this Board, and which is now embodied or about to be completely embodied in printed reports. It is only just to say that Mr. Turner and Dr. Sanders have done the wheel-horse work in this from the beginning, and we have been most fortunate as a Board, and you as a conference of foreign boards, in having men like that, whose past training, scholarship, equipment and interest fitted them to map out, and whose energy enabled them to carry through this extensive program. I do not think that anywhere there exists a body of literature on this specific subject of the preparation of the missionary equal to that which this Board of Missionary Preparation has now printed, or is about to complete.

In addition to that, we have held a series of conferences with those responsible for the preparation of people for different callings. We had a conference of theological seminaries and colleges, to discuss the theological preparation of missionaries; of leaders in women's work, to study the preparation of women for their fields of labor; of educators, specialists in the field of training for educational careers, to find out what they could contribute to our knowledge; and we have had a conference of medical men, to consider the preparation of medical missionaries for their career. The reports of all these conferences have been embodied in our annual volumes.

Now, what is the result of this series of conferences and reports? What is the next thing we must expect as the result of the labors of the Board of Missionary Preparation?

Am I right in saying that those who have studied in any measure these successive reports and understand the breadth and significance of the work of this Board, are convinced that there is imperative necessity for a more severe, a more carefully considered, and a more prolonged training of the missionary? Is it not proved that for a life work which is in these reports proved to be so difficult, so intricate, so responsible, a much longer time of preparation is required?

When one thinks of what people are going through in order

## Board of Missionary Preparation Results

to prepare for work in the medical world, or in the legal world, and then remembers what is implied in carrying Christianity to the Hindus or the Chinese or the Japanese, or the Africans, I am appalled at the fact that we should be unwilling to consider more than two and a half years of special preparation in a theological seminary (we gloss over the littleness of it by saying three years; it is only two and a half years at the best) and that we should be content to send out a great many other workers into the field who have had far less than two and a half years of specific preparation, for so tremendous an undertaking. I do not believe that there is any undertaking in the world so great as this, making such demands on the discipline of the mind, on the culture of the moral nature, that really is carried on so small a basis of educational preparation. That is a very heavy indictment, I know, against our present methods. I believe that our reports have only to be read intelligently and by a fair mind to bring that fact home to every man or woman who reads them.

We have now a wider and deeper view of the work of the missionary. We have a work that reaches out into every part of the life of the communities in which our missionaries are laboring, and we have a situation created in which the conditions of the field are undergoing alterations at an increasingly rapid rate. All over the world progress is being made with great swiftness. Who could have imagined when our first missionaries went to Japan, at the opening of that empire to western civilization, that in the year 1918 we should be receiving, as I received in Hartford the other day, a group of Japanese headed by a brigadier-general who are going over to France as Christian leaders to find out if they can be of any service to the British and Americans in the conduct of the moral and religious welfare of their armies in Europe? Who could have dreamed in 1870 that that would have been possible to-day? I spoke with that General, introduced him to the Governor of Connecticut, so as to show him all the courtesies within my small reach, and was proud of the fact that a general of the Japanese army had actually come with credentials from the Young Men's Christian Association in Japan, with his son and two other companions on an errand like that; and I thought to myself, Well, now, what are we doing or what are we going to do in the preparation of the men and women who are to labor in Japan among people like our visitors?

When one remembers how rapidly the universities in Japan have developed since the government established its imperial university at Tokyo; how rapidly things will go in China once China is awake and creates her own national system of



education; when one remembers the educational problems that obtain in India, that have been hampering the educational work of our missionaries there for two or three generations; how rapidly in Africa the governments will have things worked out as they take hold of the education of the natives—we may find we are running behind and trying to catch our breath to keep within sight of the education of the Negro in Africa—I say what are we doing to prepare young men and women adequately to meet that situation?

Everywhere else intellectual training is becoming more severe and prolonged. The result of the war is going to increase the demand for severe education. The days of easy-going preparation for life at home are in America very nearly coming to an end. It will not be possible very much longer to find young men of twenty-one approaching the end of their college course without the least idea of what they are going to do in life after they get through the senior year. We are getting past that stage. We are going to be forced to begin the training of young men and women earlier for specific careers. The whole tendency of pedagogical investigation is leading up to that. And now the history of the world is going to force America to begin the training of its young men and women for specific careers, and to train them more severely than they have ever been trained for anything except in the best and highest of our institutions of learning—train them for whatever lies before them. The missionary must be included in that program of the new world.

Moreover, another result of our reports is the discovery that the period of preparation must be, in our idea at any rate, prolonged. It looks as if our missionaries were beginning to suspect that the full status of a missionary, to stand equal with the leaders of the work in any field, were conferred too soon upon young men and women who are entering upon their career. The whole tendency of our discussions has been to say that a man's or a woman's preparation, for full responsibility in missionary labor, does not seem to be reached until the end of the first furlough. The first five years ought to be regarded as a process of learning, and even the first furlough as an opportunity for more thorough specialization in that field, which each missionary has discovered now, as it could not be discovered before, to be his or her own peculiar field of labor for the future. And let me say that one argument in favor of this is the discovery I have made as an educationalist that you cannot put up to a young man or a young woman a stronger argument for a long severe course of study than to suggest it to them in this way: You say you are twenty-seven or twenty-eight years of age, and you think it is

too late to begin a three years' theological course. You think it will be much better to go out now and begin to build up the kingdom of God than to be spending those three years in preparation. Now, here is my answer: You expect to serve God from about the age of thirty until seventy. That is forty years, if you are spared and in good health until you are seventy. Suppose you go out now. You will have forty-three years. You are a nice, good fellow; you talk well, you mean well; you can read and write and you can do a few more things; and you have got all the education you think sufficient. Very well; your ministry for forty-three years will be on *this* level. Now, suppose you take three years off the forty-three and put them into strenuous training of your mind—not merely the acquisition of knowledge, but the discipline of the mind to think in certain ways, and the heart to feel in certain ways, and the life to move in certain directions. Suppose that you concentrate three years upon that task of shaping your personality and instructing it and disciplining it for that career of forty years. It will be on *that* much higher level the whole forty years. Which does God want? Forty-three years, very useful, more or less happy on an easy level, or forty years on the highest levels? Which does God want?

I have never had a student resist that plea for three more years of study. My plea is that the boards of foreign missions do not resist it. That argument applies not merely to the man who is fumbling towards his career and does not know what the steps to a great career are, but to the board which must help him to see the standard of efficiency at which he must aim. It is a great task and the most solemn responsibility to see whether that man's life and the average life of all the men the boards are going to train henceforth shall be on this level (indicating a low level) or shall be on *that* level (indicating a higher level); and whether a year, or two years, or three years spent here at sacrifice just now will not ultimately raise the level of the whole field, if you are putting people like that into the field year after year.

As the result of our investigations, it is quite clear that we must begin missionary preparation earlier. Every student volunteer in the country has somewhere on the dim horizon of his imagination a Board of Foreign Missions. He occasionally sees a board secretary's face at a meeting, is addressed by him, and he makes distinct and real for a moment that vague something, a Board on the horizon, and he knows that that Board on the horizon is the institution that ought to command him, take charge of him at once, take him by the hand and lead him. He ought to be in touch with the Board, from the time he first begins to decide upon the direction of his career, not

while he is closing his college course; still less, God knows, when he is closing his theological course. He ought to be guided in his whole course of study after making his missionary decision and disciplined for it in the plastic years when his nature yields to every suggestion and to every determination of his will and of his purpose. And it seems to me that we cannot ask anything less, or anything more or greater, than that so early the grip of the Board on the young boy or girl should be a real grip and a directive agency, and as long as possible.

Now, what does that mean for you secretaries and members of the Boards? Will you forgive me for saying that it seems to me as Chairman of the Board of Missionary Preparation that is reporting to you, very humbly, of course, that the next step would be a conference that is not managed by the Board of Missionary Preparation, but a conference that is managed by the Foreign Missions Conference, for the sole purpose of working out the problems of administration, of organization, and of the expenditure of money, bearing upon the selection and preparation of missionary candidates. That is my message to you to-day, brethren. I came longing to be able just to put the facts, as I have put them, before you, and then to say as I say now, it looks to me as if the hour had come when the Boards should not feel as if we were just pushing them on, and they were taking a little step as they felt the push irritating them. I feel as if we ought now to take another great step, and that will be taken if the Boards will say to themselves: here is all this literature; here is all this minute and exhaustive study of the problems. Now, what are we going to do about it? We certainly cannot go on selecting and dealing with our candidates and sending them out as we have been doing to this hour. I could give you illustrations of what seem to me to be exceedingly dangerous ways of handling the young people who are going out next year into missionary fields, actual illustrations that have come under my own observation and that I have had to handle. I feel as if the great boards that are represented here are now in the presence of an actual task for which they have a supreme responsibility, and that is of reconsidering and revising, of their own motion, the whole system of selecting and training and appointing their young missionaries.

Mr. Chairman, I do not think I have ever said anything to this Conference with more conviction. I have never said anything about missionary preparation with more evidence behind me. I trust if I seem too urgent—I hope none will be disposed to say too arrogant—I hope I may be forgiven. It is simply because in the present hour of the world's history and

the Church's needs, in the development of educational ideals and professional training, I think it is no longer in the hands of just a board of studies like ours, but in the hands of the men and women such as those who are here administering the affairs of the kingdom of Christ all over the world,—this work of carrying out the task which, however imperfectly, yet I think not altogether without some success, we have tried to study, outline, and lay before you.

## **CAN THE IDEALS OF THE BOARD OF MISSIONARY PREPARATION AS TO THE PREPARATION OF MISSIONARY CANDIDATES BE MADE EFFECTIVE?<sup>1</sup>**

BY MR. FENNELL P. TURNER

The purpose of the Board of Missionary Preparation, as stated in the first article of its Constitution, is "to secure the most adequate kind and quality of preparation for those who are in training for foreign missionary service."

When the Board was organized, its course was far from clear. The first year, therefore, was devoted to the study of the problem of its policy. This led the members of the Board to the conviction that the proper execution of its purpose involved, first, ascertaining what is the "most adequate kind and quality of preparation." Committees were appointed, therefore, to investigate and report on this subject. Men and women whose experience placed them in position to make the most valuable contribution to the problem were asked to serve on these committees.

Among the committees which have already reported are the following:

"The Committee on the Fundamental and Essential Qualifications for Foreign Missionary Service," of which President W. Douglas Mackenzie was the Chairman; "The Committee on the Preparation of Ordained and Evangelistic Missionaries," Dr. Robert E. Speer, Chairman; "The Committee on the Preparation of Medical Missionaries," Dr. Fred P. Haggard, Chairman; "The Committee on the Preparation of Educational Missionaries," Dr. T. H. P. Sailer, Chairman; "The Committee on the Preparation of Women Missionaries," Miss Helen B. Calder, Chairman.

The Special Preparation Necessary for Missionaries Appointed to Japan, to China, to India, to the Near East, to Pagan Africa and to Latin-America.

<sup>1</sup> A paper read at a conference of the Board of Missionary Preparation held in New York in January, 1915.

The Special Preparation Necessary for Missionaries Who Are to Work Among Peoples of Different Religions. There will be Committees on the Preparation Necessary to Work Among Mohanmedans, Among Buddhists, Among Confucianists, Among Hindus, Among Animists.

Through these reports the Board of Missionary Preparation has not aimed to create new ideals of missionary preparation. It has simply attempted to collect, systematize, and make available what the experiences of missionaries and other authorities have proven to be essential in the preparation of candidates for foreign missionary service. But something more is necessary. It is not sufficient to bring together in systematic fashion this body of experience, valuable though it be. These ideals of missionary preparation must in some way be put into practise. If this is done, the following factors are to be considered:

1. The foreign missionary candidate;
2. The schools which undertake to train the candidates;
3. The foreign missionary Boards.

Ideals of missionary preparation which are to become effective must be accepted as a working basis by all these classes. Let me speak of each, beginning with the missionary candidate.

## **I. THE FOREIGN MISSIONARY CANDIDATE**

Experience proves that earnest young men and women looking forward to any profession have never hesitated to take whatever preparation is required to equip them for the profession chosen. In civilized countries the State has established and published standards for admission to the professions of law and medicine. Since beginning the study of this question, I have collected documents issued by different states of the United States and Provinces of Canada, which set forth the requirements for these professions. Young men and women raise no question in regard to these requirements. Furthermore, in recent years, raising the standards for admission to the bar and to the medical profession has brought about no dearth of candidates. The number qualifying has decreased, but the country is still amply supplied with physicians and lawyers. Each denomination has established its own standards for admission to the ministry. Candidates are not left in doubt as to what is required of them if they are to be admitted to the ranks of the Christian ministry.

Not so in regard to candidates for foreign missionary service. The question which has been asked me constantly during the past seventeen years of my service as General Sec-



retary of the Student Volunteer Movement has been in regard to the preparation required. If a student wishes to become a lawyer, he can secure in pamphlet form carefully prepared statements as to the requirements for admission to the practise of law. The same is true in regard to the admission of the prospective physician to the practise of medicine, as it is also in the case of the minister or teacher. But there has been nothing authoritative upon preparation available for the missionary candidate. There are pamphlets, articles and addresses bearing upon the subject, but all have been most general in character. There are also a few books, but these, too, are general. And, unfortunately, advice from different people has not always been consistent. It has not infrequently been conflicting and even confusing. I am convinced that when we can place before our candidates for foreign missionary service, clear-cut, definite (and authorized) statements as to what is required, they will be quite as desirous and determined to secure the preparation necessary as are candidates for law or medicine.

## II. THE SCHOOLS WHICH TRAIN THE CANDIDATE

The Board of Missionary Preparation has had two committees at work studying the "facilities for the preparation of candidates by schools, colleges, and theological seminaries." These reports, which have been published, show that this uncertainty regarding definite standard of preparation has also affected the schools in which missionary candidates are trained. Some have had high ideals of scholarship and stiff requirements for admission, while others have had low ideals of scholarship and of the preparation of the missionary, and correspondingly low standards of admission. In some, very high standards of intellectual preparation have been required. In others, the conception of the standard has been so low that students have been admitted who have not had even a high school education. These earnest young men and women have been led to believe that they could by short courses of study prepare themselves for a work which experience has proven makes varied and compelling demands upon those who undertake its responsibilities.

In theological seminaries, there has been little or no distinction between preparation for the work of the ordained minister at home and that of the ordained foreign missionary.

I am glad to report that schools of all kinds have shown a readiness to cooperate in furnishing the courses required for the proper training of missionary candidates: First, from a number of institutions there have come to the officers

and members of the Board requests for assistance in revising their curricula, in the light of present standards of preparation for foreign missionary candidates, which the investigations of the Board of Missionary Preparation have shown to be necessary. Again, most encouraging was the large and representative conference of presidents and professors of theological seminaries and secretaries of foreign mission Boards held the first of December last, at the invitation of this Board, for the purpose of considering what the theological seminaries can do in the preparation of foreign missionary candidates. The findings of that conference, which will soon be published, will set before those concerned what those best qualified to speak on the subject believe to be essential in the preparation of ordained missionaries. Most encouraging, also, is the establishment in several centers of new institutions and new departments in old institutions for the training of foreign missionary candidates. Unless there is some unexpected check in the present development, in a comparatively short time, the facilities for the thorough training of foreign missionary candidates will be ample in every way to meet the demands.

### III. THE BOARDS OF FOREIGN MISSIONS

We come now to the consideration of the part which the foreign mission Boards take in making effective the work of the Board of Missionary Preparation. We frankly admit that the possibility of realizing the ideals of this Board depends in large measure, almost wholly, on the foreign mission Boards. I say "in large measure," for I am convinced that, if the Boards were to have no standards, the candidates and the schools could in some degree go forward, since there is no small number of candidates who are determined to secure what they believe to be the best preparation, even though not officially required, just as in our colleges, universities and professional schools are always to be found young men and women who go beyond the official requirements in their determination to secure the preparation which will fit them for the largest success in their chosen professions.

Making all due allowance, however, for these earnest candidates, the fact remains that if these ideals of preparation are to be adequately realized, it depends upon the foreign mission Board more than upon any other one factor. The Board alone carries the responsibility for the appointment of candidates. Unless a Board is convinced that the candidate has the preparation necessary, it is obliged to reject him. Furthermore, if the Board has low standards, the average candidate

will present himself prepared to meet those standards; for it is the unusual candidate who will undertake preparation in advance of the standards maintained by the Board. Furthermore, a Board which has low standards will not draw candidates with the highest ideals of preparation. And such a Board puts a great strain on the denominational loyalty of men and women who have attempted to secure the highest and best preparation. This fact is constantly revealed in my correspondence and conversation with missionary candidates. Those who have not secured preparation of a high order turn for appointment to those Boards whose requirements are low.

The Board of Missionary Preparation has had no greater encouragement to go forward with the work committed to it than has come from the officers of all the missionary Societies. In order to be in the position to help the Societies most and in the way that the assistance could best be rendered, one of the first committees of investigation appointed was the committee on "The Plan and Practise of Foreign Missionary Boards as to the Preparation Required of Their Candidates," of which Dr. James L. Barton was the Chairman. The report of this Committee was published in the Second Report of the Board of Missionary Preparation (pages 17-46). A study of the report of Dr. Barton's Committee and of the discussion which followed its presentation at the Second Annual Meeting of the Board of Missionary Preparation, leads me to offer the following suggestions as to what, in my judgment, is necessary on the part of foreign mission Boards, if the ideals of missionary preparation are to be made effective.

1. *Let each Board adopt a standard of preparation for its missionary candidates.* I voice the feeling of other members of the Board of Missionary Preparation, when I say that our Board has no desire to establish standards of preparation for any foreign mission Board. All the Board of Missionary Preparation can do is to make available for the various foreign mission Boards the results of its investigations. Each Board must set up its own ideals and standards. Probably it will be advisable for each foreign mission Board to appoint a committee to study the problem of preparation as related to its own work. The standards, when adopted, should be put into a form which will be available for candidates and for schools where the candidates are trained.

2. *Let each Board organize a Candidate Committee to deal with candidates and to see that the standards of preparation are maintained.* The majority of Boards have such a committee. But Dr. Barton's investigations revealed the fact that these committees were in most cases not very active, and that their functions have been confined to passing on, in a per-

functory manner, the papers of candidates who have applied and are before the Board for appointment. To quote from Dr. Barton's report (page 18) :

I have recently spent a long time trying to fit into a place a man who, for seven years, we now learn, has been regarding himself as a missionary candidate. He has offered himself now. He has made no attempt at special preparation for the work, and we are trying to find a place in which the candidate, a most worthy man, can use his talent and his unbalanced equipment to the highest advantage for the work; I have no doubt that every Secretary here will acknowledge that much time is spent in trying to find a place for a candidate rather than a workman for a task. We are not out looking for men to do a certain thing, but we are trying to fit men whom we have found to do a certain work. It is much like a person setting out to erect a great structure, who first goes out and finds columns, pillars, doorposts and steel beams and all that, and assembles them; and then he studies the kind of building he can erect out of the material he has gathered together, instead of starting out with a plan for the building and securing the columns and beams and doorposts and the material that the building is going to require in order to be complete and effective and accomplish the object of its construction. In looking over the information received from missionary societies, it seems to me that the officers of these societies are conscious of the fact that they have been trying to make the most possible out of the material that has come to them.

Pardon a reference to my own case. When I went into the mission field in the Turkish Empire I never had a word said to me by the missionary society in regard to my preparation—not a word. I had never heard a lecture or read a book on Mohammedanism, and I was sent to Turkey. I knew nothing of missionary work in Turkey except as I hunted for and found some books on Turkey after I had been appointed. And I think that if we should investigate the missionaries that went out up to ten or fifteen years ago, we should find that apart from the work of the Student Volunteer Movement, as far as the Mission Board was concerned, they had received no equipment for their work and but little suggestion, except as they asked for it from the missionary societies as to what equipment was required for the work in the field.

If foreign mission Boards are to deal in any adequate way with the candidates, the functions of the Candidate Committee must be enlarged to include a consideration of the candidates, as soon as these young men and women have formed the purpose to become foreign missionaries. It is not sufficient for a Candidate Committee to accept or reject candidates who come before them supposedly ready to start in a few weeks for their fields. Surely, the responsibility should include a study of these young men and women sufficiently early to enable the Candidate Committee to assist in the direction of their courses of preparation, to help them in deciding on the form of service they should undertake and on the field for which they should prepare, and to see to it that their

health improves and is not becoming impaired as they go forward with the task of preparation.

Furthermore, this committee has a responsibility for those candidates who ought never to go to the foreign mission field. Is it not as much a duty to direct into other channels candidates who can never be qualified for foreign work, or whose responsibilities and circumstances are such that they ought not go abroad? These earnest, devoted men and women need guidance and encouragement. The missionary cause has no greater asset in the Church at home than the candidate who, for reasons beyond his control, has been unable to realize his desire to become a foreign missionary. But if he is to be an asset, he must be dealt with intelligently, sympathetically and authoritatively. He must be given satisfactory reasons why he cannot be sent abroad, and must not be given the impression that the Board has not dealt fairly with him or that the reason assigned for not appointing him is not the real reason. And all this should be done as soon as possible. In many cases it can be done before he has spent years preparing for a work upon which he can never enter.

3. *Let each Board appoint a secretary whose primary work, under the supervision of the Candidate Committee, is to deal with candidates.* With the larger Boards, this work will demand the entire time of a secretary. With Boards, the number of whose candidates is not sufficient to require all the time of one man, such a secretary should be appointed and given to understand that his duties as candidate secretary are to have right of way, and, if any of his work is to be left undone, it should not be the work relating to candidates. For what more important work, what greater responsibility has a Board than intelligent, prompt, and conscientious dealing with young men and women who offer their lives for foreign missionary service! And what greater opportunity can come to a secretary than that of selecting and directing the training of candidates in their preparation? As Dr. Barton well points out in the report of his Committee (page 17):

The strength of missionary work abroad depends under God upon the efficiency of the missionary force. It is not dependent upon numbers, it is not dependent upon the money that the missionary societies have, but it is dependent upon the efficiency of the missionary force put into the field; and I think without question we would all agree that a small—but efficient—missionary force will be far more effective in the volume and permanency of the work accomplished than a much larger but inefficient missionary force, and be much less expensive.

If this be true, a Board may well set apart a secretary to give the time necessary to insure the selection and proper training of its missionaries. When the "hand-to-mouth



method" employed by some Boards, as reported by Dr. Barton's committee, is studied, one does not wonder that some Boards find it difficult and sometimes impossible to secure properly qualified candidates for their work.

In the last analysis, the ideals of the Board of Missionary Preparation can be made effective only when each Board has a secretary who makes the work among candidates his major responsibility. It will be his duty, of course, to bring forward each year a sufficient number of properly qualified candidates for the Board to send out that year. This will be no small task if the candidates have the qualifications and preparation which is suggested by Dr. Barton in the paragraph just quoted.

In order to do this properly, the secretary must do vastly more than examine and prepare the papers of the candidates who are to be sent to the mission field in any given year. His work with the candidates must begin as soon as the young men or women have decided to become missionaries. If he can begin while they are in college, so much the better; for then he can begin his study of the young men and women and can help in directing their preparation at the time when it will have greatest possibilities. Beginning thus early, the secretary can estimate the kind of work for which the native abilities of the candidates will fit them, and their training can be directed into the channels in which they will render the best service. The secretary will become, in the course of a few years, an expert on the *supply* of candidates for his Board.

To make him so, he must also become an expert on the *demand from the mission field*. It will be impossible for the secretary to render the service needed in studying the qualifications of candidates, or in assisting to direct their preparation, if he possesses nothing more than a superficial knowledge of the work of the Board on the foreign field. In my judgment, therefore, the secretary, who is to have charge of the work with candidates, should be related to the department of foreign administration of the Board in preference to the department of home administration. For he must have most intimate and detailed knowledge of the work of his Board on the foreign mission field; he must be fully informed as to the places to be manned and the kind of workers required in different stations, if he is to be of greatest help in guiding young men and women in their preparation and in selecting them for the fields and stations to which they are to be assigned.

## LITERATURE SUGGESTED FOR THOSE IN PREPARATION FOR FOREIGN MISSIONARY SERVICE

The attention of Candidate Secretaries is called to the following pamphlets and books which are of value to those preparing for foreign missionary service.

In the following Reports issued by the Board of Missionary Preparation there are definite suggestions as to subjects and courses to be elected in college and professional school. They will be of inestimable value to the students who desire to elect those courses which will contribute directly to adequate preparation as foreign missionaries:

Fundamental Qualifications of the Foreign Missionary.....	5c.
<i>Preparation for different forms of service</i>	
The Preparation of Ordained Missionaries.....	10c.
The Preparation of Educational Missionaries.....	10c.
The Preparation of Missionaries for Literary Work.....	10c.
The Preparation of Women for Missionary Service.....	10c.
<i>Preparation for different Fields</i>	
The Preparation of Missionaries for China.....	10c.
The Preparation of Missionaries for India.....	10c.
The Preparation of Missionaries for Japan.....	10c.
The Preparation of Missionaries for Latin America.....	10c.
The Preparation of Missionaries for the Near East.....	10c.
The Preparation of Missionaries for Pagan Africa.....	10c.
<i>Preparation to present the message of Christianity</i>	
The Presentation of Christianity in Confucian Lands.....	50c.
The Presentation of Christianity to Hindus.....	50c.
The Presentation of Christianity to Moslems.....	50c.
The Report of a Conference on the Preparation of Educational Missionaries (6th Report B. M. P.).....	50c.
In this volume are found suggestions regarding courses which those preparing for work as educational missionaries will find most valuable.	
The Report of a Conference on the Preparation of Ordained Missionaries .....	25c.
In this pamphlet are found suggestions regarding courses of study which those preparing for work as ordained or evangelistic missionaries will find most valuable.	
The Report of a Conference on the Preparation of Medical Missionaries .....	25c.
In this will be found suggestions regarding courses of study which those preparing for medical work will find most valuable.	
The Report of a Conference on the Preparation of Women for Foreign Missionary Service.....	25c.
This contains lists of suggestions regarding courses of study which women will find most valuable in their preparation.	

The following books are invaluable to those preparing for foreign missionary work and should be in the library of every Missionary Candidate:

## **Committee of Medical Authorities Needed**

The Foreign Missionary, by Dr. Arthur J. Brown.

No book contains as much information in regard to the life and work of a foreign missionary as this. Price in limp cloth, 68c.

The Preparation of Missionaries. Volume 5, Report World's Missionary Conference, Edinburgh, 1910.

This volume contains the report on the preparation necessary for foreign missionaries, presented at the Edinburgh Conference, and the discussion which followed. Price in cloth binding, 75c.

Counsel to New Missionaries—From older missionaries.

This is a book of personal counsel; all of its chapters were written by experienced missionaries, who place at the disposal of new missionaries some of their invaluable experience, 25c.

Student Volunteer Edition of the Findings of the Continuation Committee Conferences Held in Asia, 1912-1913, under the Chairmanship of Dr. John R. Mott.

This volume deals with the most difficult problems of the mission field. Price in cloth binding, \$1.75.

Call, Qualifications and Preparation of Missionary Candidates.

This is a collection of articles written by missionary authorities from all parts of the world. Price in paper binding, 35c.; in cloth, 50c.

Educational Missions, by Dr. James L. Barton.

Everyone preparing for work on the mission field as a teacher should study this book. Price in paper binding, 50c.; in cloth, 75c.

## **REPORT OF SUB-COMMITTEE ON MEDICAL MISSIONS**

The Sub-Committee on Medical Missions of the Committee of Reference and Counsel had before it at one of its meetings the following paper prepared by J. C. Vaughan, M.D., Superintendent of the Methodist Hospital, Nanchang, China. After careful consideration it was voted to recommend to the Committee of Reference and Counsel that the paper be submitted to the Foreign Mission Boards of Canada and the United States for their consideration. This recommendation was approved and the paper was sent to all the Boards. Since the paper is referred to in the Report of the Committee on Findings (see Section III, paragraph 5, on page 10) it is included in this volume for the convenience of the readers of this Report of Conference on Missionary Candidates.

## **The Need for the Appointment of a Committee of Medical Authorities to Supervise the Medical Work of a Board of Foreign Missions**

### *I. Reasons for such a Committee:*

1. The appointment of such a committee has been advised by Committees on Medical Work of medical missionaries.

2. There is a lack of unity, standardization, and efficiency in the hospital and medical work of a Board.

3. The Secretaries of a Board cannot be expected to administer in necessary detail a highly specialized work like this. They can only deal in generalities and principles, whereas the development of the

## Committee of Medical Authorities Needed

modern hospital and modern medical science demands a closer and more accurate administration than this.

4. Our doctors and nurses frequently leave us. The reasons for it should be studied. Investigate whether we are losing workers in this field more rapidly than other fields or other missions are losing them. Now and during the succeeding five years medical workers are going to be more difficult to secure. With the help of this committee we should make the medical work of our Mission as attractive as possible.

5. In view of modern medical demands, our hospitals are suffering from a poverty of equipment, of maintenance funds, and of staff that should be investigated and remedied. The China Medical Board offers help. This Committee should help Secretaries prepare an aggressive program in detail for the cooperation of this Board.

6. Our medical workers in the midst of their heavy duties would get much comfort and new confidence in the administration if they knew that their work with its needs and its program of development was being studied by a competent professional committee, as well as by our Bishops and Secretaries.

### *II. Some Problems and Work for this Committee to Undertake.*

1. Keep the workers we have in our medical branch. Study their problems and discouragements and try to correct them. Supply by frequent and friendly correspondence the personal and professional touch the administration needs with this branch of its force.

2. Advise the Administration and Candidate Secretary as to the acceptability of new candidates. Assist in the effort to secure new candidates (medical).

3. Advise the Board as to its general policy in medical work and suggest policies for special locations. Isolated workers often get into ruts. Help them to get out by giving them fresh vision and courage. Help our workers during their furlough period to get the most possible for their professional efficiency out of their furlough.

4. Advise on all hospital building plans, locations, and equipment. Cooperate with the purchasing department in the purchasing of medical supplies and equipment.

5. Advise as to appropriations for the maintenance and operations of our medical plants. Might it not be well to change the basis of medical appropriations, granting, for instance, a lump sum to the medical work in different countries, and allowing this committee to subdivide it to the various localities on the information it receives from the field? Under the present system when the Board sends a man out to a hospital center, no one can tell him what an eccentric Finance Committee may do with his appropriation. The appointing powers should have more responsibility in the appropriations.

6. Supervise the work of medical examinations of candidates. Advise the Board in this matter and in the matter of sick leave and supervision of furlough when taken for health reasons. Work of medical examiners should be unified under this committee, and complete health files of all missionaries should be kept.

7. Cooperate with the Board in publicity effort in behalf of medical work. Secure material from the field and assist in its dissemination. Prepare and keep up to date a file of all physicians of the denomination, and secure and maintain their interest in medical missions of the Board.

### *III. Some Committee Methods.*

1. Composition: This Committee should be composed of about five members resident in or near headquarters of the Board. At

least three should be physicians. One might well be an institutional nurse and one a hospital superintendent.

2. The Committee should hold meetings bi-weekly, or more frequently if necessary, to discuss field plans and problems and to take action on matters referred to it by the Board or the Secretaries.

3. There should be special office room granted to this Committee for their work and their files. They should have the services of a stenographer several afternoons a week as needed.

4. If the Board has a salaried Director or Consultant on medical work, he should be the leader of this Committee. Such a Director would be advisable. With offices in the building and with a modest X-ray equipment, he could probably build up a contract practise with neighboring down town firms sufficient to keep him alive in his profession and to cover fully half of his salary. If he could also direct the center for examination of candidates for most of the missionary Boards another considerable source of revenue would be obtained.

## Medical Examinations of Missionary Force

### *I. Purpose.*

1. Make the examinations of candidates and furlough missionaries more complete and better systematized than under the present system.

2. Examiners should be selected who have some appreciation of field conditions.

3. In doubtful cases, rather than reject or accept a doubtful case on one man's opinion, secure a broader judgment through the use of referees.

4. There should be a checking back of examiners' errors so as to avoid similar errors in the future. Such a checking can only be done by maintaining a complete file of the health of missionaries.

5. There should be a more constant and continuous observation of our missionary workers on the field by their physicians with a full knowledge on the part of such local physicians of their past history and its liabilities. Such information should be furnished from the examining physician's data by the office of the Board.

6. There should be a centralized general supervision of missionaries on sick leave. They should feel that they are under the competent advice and orders of a central medical authority which should be regularly informed as to the progress of their condition. Public speaking campaigns, travel, and return to the field should be controlled by the Board's central medical authority. Possibly there should also be some similar advisory regulation of *all* of our missionaries during furlough.

7. The various mission boards and Christian associations should unite in a common system of organization and health records, and use the same examiners and referee committees when possible. These examiners could then afford to make a more intensive study of this work, and their interest and competence in it would be much enhanced.

8. To summarize the object of the above suggestions—

To make our medical supervisory system

(a) More educative for the examiner and thereby make him more competent.

(b) More protective for the missionary—as candidate, as field worker, and as furloughed invalid.

(c) More helpful to the field physician.



*II. Some Methods.*

1. Let as many Boards and Societies as can be induced to do so cooperate using the same examiners, and the same forms.

2. The physical examination should be *complete* using all the modern methods of completely testing physical and psychical efficiency. Always make X-ray studies of teeth, sinuses, chest, abdomen, and vertebrae; and complete studies of kidneys and vascular system.

3. Follow up from the central office all cases going to the field, securing a routine health report from the local field physician at the end of one year, and again at the end of three years, and just before furlough for new missionaries, and for old missionaries as conditions would make advisable.

4. Have a comprehensive and accurate file system. Make examination forms in triplicate—one for the central office, one for the examiner, and one to be forwarded to the field physician. The field physician will then know from the start any latent disabilities feared by the examiner.

5. To avoid expense of travel on the part of candidates, there could be three or four centers of examination, but all should be correlated under a general Director so as to unify and check up the work.

## THE MISSIONARY CANDIDATE AND THE CANDIDATE SECRETARY<sup>1</sup>

BY FENNELL P. TURNER

The most important factor in the foreign missionary enterprise is the missionary. This is a truism of which we need to remind ourselves from time to time. As officers of missionary organizations we become so engrossed in raising annual budgets, in providing needed equipment and in other problems of administration which press upon us, that this fact is often obscured—if not sometimes lost sight of. Given the right kind of a missionary and the work prospers. Take away the missionary, or send out weak, poorly qualified, inefficient men, devoid of qualities of spiritual leadership, and the work languishes and dies—even though there be ideal equipment. Even the direction of work on the field and the determination of policies in regard to problems of administration are not more important; for however sound and wise the plans or far-reaching the policies, they cannot be put into operation unless there be qualified men and women to make them effective on the mission field. Furthermore, the history of the Foreign Missionary enterprise shows that most of the policies of lasting value have been conceived and developed and made realities by the missionaries themselves. A Board cannot af-

<sup>1</sup> A paper read at the Foreign Missions Conference in Garden City in January, 1917.

ford to deal lightly or superficially with the men and women who, believing that God has called them to the foreign mission field, offer themselves to the Board for this work. A Board exercises no higher function than that of selecting missionaries. What more solemn responsibility could be undertaken than to be called upon to vote to send out certain men and women and to hold back others? In a peculiar sense the Board at such times is the instrument of the Holy Spirit in separating men and women for this holy service.

If the foregoing in regard to the place of the missionary be admitted—and I know of no one in this company who will not subscribe to it—the strategic importance of the missionary candidate will be admitted. It follows, therefore, that Mission Boards are justified in adopting any method for dealing with candidates which promises an adequate supply of qualified men and women for the work abroad.

In order to put before you graphically the numerical record of our North American Boards and Societies in meeting this responsibility, the charts on pages 154, 155, 156, and 157 show the number of recruits sent out during the past fourteen years, making use of data which during that period I have collected from the missionary societies of Canada and the United States.

Charts I and IV show the total number of men and women going out as missionaries for the first time. (No one who has ever been to a mission field before has been counted.)

Charts II and III show as far as possible from the data at hand the kind of work they were to take up.

Marked fluctuations are evident in certain years. The information at hand seems to show that these fluctuations have been produced:

1. By fluctuations in the annual income of the Boards. Increased funds at the disposal of the Boards have resulted in larger appropriations for new missionaries; a falling off in contributions, a decrease in the number of new missionaries.

2. By the use of the income during certain years for equipment purposes on the part of many Boards, thus reducing the amount available for new missionaries during those years. This is often kept up until the situation on the field imperatively demands an increase in missionary force. Then for a year or two these Boards send out a much larger number of new missionaries. Having met the immediate needs for new workers, the available funds are again devoted to other purposes and the number of new missionaries sent out is greatly decreased.

3. By the inability of the Boards to find the men and women having the qualifications required for the work. For example, for several years, practically every Board has been unable to

find physicians (both men and women). If a sufficient number of qualified physicians could be found at the present time, there would be a big increase in the number of new missionaries appointed during 1917.

Conversations and correspondence with the Secretaries of the Boards and a study of the data available in the office of the Student Volunteer Movement show that *there is no lack of men and women who want to become missionaries. The distressing fact is that so large a proportion of these applicants are not adequately prepared.* If all the applicants were qualified there would be every year a surplus for all Boards. One Board which last year was unable to secure all the candidates it was prepared to send out reported several hundred names on its list of candidates and prospective candidates. Another secretary reports that his Board accepts only about 25 per cent. of those who apply.

My study of the situation has led me to the conclusion that one of the chief difficulties is due to the fact that only a few Boards have a settled, clear-cut policy of dealing with the men and women who want to become missionaries. The lack of a definite policy results (1) in fluctuations in the supply of available candidates; (2) in accepting and sending to the field many new missionaries with preparation which is inadequate; (3) in rejecting no small number of applicants who might have been satisfactory if they had been trained under expert direction; (4) in delaying the appointment of some excellent candidates and the permanent loss of others because of debts incurred in securing their preparation for missionary service; (5) in misfits on the field because they are not trained for the specific work to which they are assigned; (6) in rejected applicants who are disappointed and soured because they are not accepted after years of preparation, since they justly feel that their unfitness for the work should have been discovered before they had spent so much time in preparation for a work for which they did not have the essential qualifications; (7) in the loss of men and women, who with proper training would make good missionaries, because there has been no method of following them up and keeping them tied to the Board during period of preparation; (8) in weakening the confidence of candidates and their friends in the Board's administration.

The following experiences of candidates out of my own knowledge will serve to illustrate:

A young man spoke to the Secretary of his Board about being sent to a difficult field for which the Board was seeking candidates. The Secretary encouraged the applicant to apply to the Board. So confident was he that the application would

be acted upon favorably that the young man was encouraged to look forward to this field.

Later this young man had an interview with Secretary No. 2 of the same Board, who told him that the Board could not possibly enlarge its force in that particular field. He was not only not encouraged to go forward with preparation for that field, but advised to prepare for another field.

In due time the Board accepted the man for the field for which he had first applied, and Secretary No. 1 wrote, advising special preparation during the next year. The young man therefore entered a university for a year where courses, necessary for his special work and field, were offered. During his year at the university he received a letter from Secretary No. 2, inquiring about his plans for the coming year. The perplexed candidate in talking with a friend expressed himself as being very much discouraged to find that a Secretary of the Board which had given him his appointment did not know what he was going to do during the next year, and his confidence in the Board was weakened. It was with difficulty that Secretary No. 1 kept this candidate from withdrawing his application.

Another candidate, on graduation from college, called on a Secretary of her Board to talk with him about preparation for the field which would be needed in addition to her college course. This Secretary gave little or no encouragement with regard to special preparation, but properly laid emphasis on the spiritual qualifications and on essential personal qualifications such as being able to get on with one's fellow workers, good health and other general suggestions which are usually offered to applicants. She was led to think that she could go to the mission field with little additional preparation. Being hindered by family responsibilities she was unable to apply to the Board for several years. When the way was clear, she called at the office of the Board, but talked with another secretary about the work, who expressed very great regret that she was applying so late that she would now have no time to make the special preparation which was necessary. A few weeks later she met a third secretary of the same Board, who without any attempt to find out what advice had already been given and what the young woman was fitted for, strongly urged that she undertake the nurse's preparation, as nurses were very much needed by the Board at that time. This advice was given to a young woman already fitted to do successful work as a teacher.

These two cases illustrate on the part of two Boards some of the difficulties with which candidates have had to contend. The candidates become discouraged, they spread their discouragement among their friends and the result is that others

who might come forward with offers of service do not do so because of the uncertainty which reports of such experiences create in their minds.

Candidates complain that they are not assigned to the field of work which they are to undertake until a very short time before they are to sail, and then no time is left for special preparation for that field to which they are sent.

It sometimes happens that candidates are changed from one field to another on very short notice. This creates uncertainty in their minds and leads to the lack of confidence in the wisdom of the administration. The experience of a candidate comes to mind. This man was accepted for work in a certain field and for two years had been making special preparation for that field. The secretary who had led him to decide on that particular field (changing him from another) was faced with an emergency in a third field and turned to this candidate, urging him to make another change of fields. This candidate was left in very great uncertainty and there has grown up in his mind a feeling of lack of confidence in the judgment of his secretary, which is becoming so strong that he may be lost to that Board.

This lack of definite policy in dealing with candidates is unsatisfactory to the schools which train missionaries because they find it impossible to give to the candidates under their care anything like the instruction which is necessary for the work and the field to which the candidate has been assigned. We believe the schools exist for the candidate and not the candidate for the schools, but we demand the impossible of the schools if we expect them to properly train candidates when these candidates do not know until a few weeks before sailing to what field they have been assigned.

The methods employed in handling candidates have not kept pace with the demands on the fields so far as the training of candidates is concerned. The present methods came into use when the conception and ideals of training for foreign missionary work were that it should be identical with that of the pastor at home. In fact, we thought of our foreign missionaries as ordained ministers who were to do work on the foreign mission field in the same way that it was being done at home. The following paragraph from "Missionary Papers" (page 260), by Dr. John C. Lowrey, illustrates my point:

The principal idea is that candidates should be educated like other ministers so far as college and seminary studies are concerned, their support (during training) should be provided in the same way, either by themselves and their friends, or by the aid of our Educational Board. In all respects they ought to be men of the same character, attainments and social position with their clerical brothers at home, equally qualified for work, enjoying the esteem of associates who are pastors of the churches.



With that conception the methods of training then in use were satisfactory. The foreign missionary candidate was being trained for his work in accordance with the ideals as to what was best for him. Men were examined as to their fitness for the gospel ministry by the proper ecclesiastical body, and their training was carried out under the direction of this same ecclesiastical authority. If they decided to become foreign missionaries, all that was necessary was for the Foreign Mission Board to examine them, as to health, ability to learn language, etc., and send them out without regard to their need of special training which might be required by the work and the field to which they were assigned.

In discussing this subject at a meeting of the Board of Missionary Preparation in 1912, Dr. James L. Barton said:

Pardon a reference to my own case. When I went into the mission field in the Turkish Empire I never had a word said to me by the missionary society in regard to my preparation—not a word. I had never heard a lecture or read a book on Mohammedanism, and I was sent to Turkey. I knew nothing of missionary work in Turkey except as I hunted for and found some books on Turkey after I had been appointed. And I think that if we should investigate the missionaries that went out up to ten or fifteen years ago, we should find, that, apart from the work of the Student Volunteer Movement, as far as the mission board was concerned they had received no equipment for their work and but little suggestion except as they asked for it from the missionary societies as to what equipment was required for the work in the field.

But if we are to trust the judgment of the missionaries now in active service, and the conclusions which have been reached by the Commission on Preparation of Missionaries of the Edinburgh Conference, by the Board of Missionary Preparation, and the reports of conferences which come to us from the mission field, the most notable of which are expressed in the findings of the Continuation Committee Conferences held in Asia in 1912-13, these methods do not meet the present requirements. The work has now reached a stage where more specific training is required. To say this is not to disparage the missionaries or the work which has gone before. Rather it is a commendation of their wonderful success under God as wise and successful master-builders. What greater tribute can be paid to a missionary than to say that his successor must have better preparation than he himself had.

For the ordained man, no longer will the training for the pastorate at home suffice; there are calls for teachers, who must be prepared to do work in various branches; there are calls for medical men who must be prepared to do different kinds of medical work, and other lay workers are called for,

who have been specifically trained for the task to which they are to be assigned.<sup>1</sup>

The insistent demand for specialists makes the problem of selecting the candidate more difficult. We must look not only for the same qualities of piety, personal knowledge of Christ, and adequate motive, but we must also find candidates who have specialized in a way to fit themselves for the specific work which they are to do. It is more difficult to be sure of these essential fundamental qualities when we are on the constant lookout for the highly specialized workers. Has not the problem to a large extent resolved itself into one of keeping up the great institution which has been created on the mission field? The tendency in all institutions is to demand the worker who can do the work necessary to keep the machinery going. The machine must be kept moving. Therefore, the Boards find themselves laboring under the pressure to send out workers who can do the professional work required to keep the institution in running order.

This demand puts pressure on the Boards to waive to some extent the importance of certain fundamental qualifications of motive and earnestness of purpose to become active, aggressive spiritual leaders, provided the candidates have the professional qualifications. Our Boards have not created this situation—the very success of the work on the field has created it. And it is from the mission fields that this demand for highly trained workers has come.

Another tendency of this emphasis on specialization inevitably results in pressure on the candidate to secure professional qualifications even at the expense of his growth in the spiritual qualifications. The danger is that he lose sight of the missionary preparation in attempting to meet the requirements of the professional qualifications. And some of the openings for service on the mission field look so attractive from the professional point of view that men who do not have the fundamental motive for foreign missionary service apply for appointment. This is seen in its worst form in educational work, and there is increasing danger of it in other forms of work—notably the medical.

I am not one of those who believe that we can work out a system of dealing with candidates which will solve all our problems. The foreign missionary enterprise is a "going concern," and a "going concern" is never stable or fixed. In all living, growing movements there are inevitable expansions and contractions; and methods must be varied in order to meet

<sup>1</sup> See "Preparation of Missionaries," Vol. V, World Missionary Conference, 1910; the Reports of the Board of Missionary Preparation especially Volumes III, IV, V and VI; and the Reports of the Continuation Committee Conferences in Asia, 1912-13.

ever-changing conditions. Furthermore, missionary organizations are dealing with men and women. Living personalities cannot be handled like machines.

The ideal toward which we look should result:

1. In a supply of qualified candidates which will be adequate not only for the demand of the Board on the basis of their present income, but which will serve also as an incentive and a spur to the Church to make greater efforts and larger sacrifices year after year in order to meet the growing needs on the mission field.

2. In an adequate preparation for all candidates who are accepted and commissioned as foreign missionaries.

3. In saving for foreign mission work many young men and women now lost to the work because of our methods of dealing with candidates.

4. In turning into other forms of Christian activity applicants who in the judgment of the Board will not render their best service on the foreign mission field. This should be done before they have wasted time in their attempt to fit themselves for the work for which they will never be accepted.

Such an ideal cannot even be approached unless the Boards adopt a more adequate method of dealing with all young men and women who believe that God has called them to the foreign mission field. I propose the following suggestions to this end:

1. A Board should adopt *a clear-cut standard as to the qualifications and preparation which will be required of candidates*. This should be so carefully worked out and put into such form that there will be no reason for uncertainty on the part of the young men and young women as to the conditions they must comply with if they are to be accepted and sent out by the Board.

In working out such a standard of requirements the results of the studies and investigations made by the Board of Missionary Preparation will be available. In fact, the Board of Preparation will fail in one of the objects for which it was called into existence if the Mission Boards do not translate into realities the ideals which the Board of Preparation has put at the disposal of the Mission Boards.

2. After the adoption of such a standard, the Board should *devise methods of making it effective in the training of its candidates*. If this be done, the following seems to me to be necessary:

- a. The investigation and study of all applicants should be begun as soon as their names come to the attention of the Boards, regardless of stage of advancement in preparation.

- b. These investigations will show in due time whether or

not the applicants have the essential native qualifications for foreign missionary service. If they have not they should be eliminated from the list of possible candidates. If they seem to have the qualifications, then a study of each person should be made, so that he may be directed to the courses of study and preparation which will prepare him for the kind of work for which he has the native capacities. In our effort to secure an adequate supply of qualified candidates it should never be forgotten that we have a responsibility to the individual men and women who come before the Boards. They should understand that the Boards are not preventing them from going to the mission field, but are seeking not only to secure the workers needed for the mission field, but to help all applicants to find that place in God's kingdom where they are best fitted to serve Him. Approached in this way, there should be fewer so-called "disappointed candidates." This should be done as soon as possible after the candidate comes to the attention of the Board, and should be regarded as one of the primary functions of the candidate department of the Board.

c. Reports should be required from the applicants from time to time during each year they are under the care of the Board. Reports also should be secured from the instructors under whom they are working.

d. This process continued throughout the period of preparation will give the Board a knowledge of the men and women who in due time will come up for appointment, which the present method cannot possibly yield. It will prove to be a most effective method of testing their fitness for the work and will result in adequate and specific preparation for the work to which they will be assigned. The work to be done should determine the training. We accept this principle for the work in the homeland: if a man is to become a lawyer, we expect him to be trained for the law; if he is to become a druggist, he should be trained for the drug business, etc. Why not apply the same principle to the work in the mission field? If he is to work in the heart of Africa, manifestly the training should differ in many respects from that which is necessary for work in centers like Calcutta, or Peking—not less thorough, but adapted to the needs of his field.

3. The Boards *should know thoroughly the schools where missionaries are trained and the courses which are offered* in those schools in order to advise their candidates intelligently where they may secure the training which will best fit them for the field and work to which they have been assigned. Some institutions, which are admirably adapted for some candidates, are very unsatisfactory for others. And some candidates will find it necessary to take courses in more than one institution.

4. *A policy should be worked out for financing the education of approved candidates.* The necessity for this is admitted by all the denominations in regard to men preparing for the ministry. In some denominations men who are preparing for work as ordained men on the foreign field are helped because they look forward to work as ministers not because they are to go as missionaries. Men and women preparing for medical work abroad are not adequately provided for. Some denominations help men who are medical candidates, but very little help is available for women. And in all cases the sums allowed medical candidates are not sufficient. These allowances are fixed to meet the expense of the theological student who has no tuition or room rent to pay and who in many cases can supplement this allowance by additional sums earned doing church work. The allowance for medical candidates should cover the same items; tuition in medical school and room rent, plus the allowance now given to theological students.

Every Board is in need of medical candidates, and the situation grows worse. No relief is possible until adequate financial assistance is provided for men and women preparing for medical work, and the allowances must be sufficiently liberal to conserve health and enable them to do efficient work.

5. *Plans should be worked out by which the Board will have a policy for sending out a given number of new missionaries each year for a period of years—a definite number be decided upon for different countries and phases of work, e. g., ordained, medical, etc.* This would not seem to be an impossible proposal. If each Board were to work out its plan for the future on the basis of what it has been able to do in the past, some estimate could be arrived at by which it could set an approximate standard as to the number to be sent out during the next period of years.

The law of supply and demand is operative here as in other callings. When a Board has no clear-cut program as to what it proposes to do, it cannot deal with applicants in a way to inspire confidence. The Board must have methods which will enable the secretary to act with some degree of despatch in dealing with applicants, so as not to leave them in doubt so long after they make application.

6. *Boards should work out plans which will do away with divided responsibilities between the Board at home and the administration on the foreign field.* At the present time many Boards seem to be bound by rules or precedents which make it impossible to deal authoritatively with applicants. I do not undertake to say how these difficulties may be overcome, but I am convinced that under the present demand for men and



women for specific work the Board must be in a position to speak with authority when dealing with the applicants, and this divided responsibility in some way avoided.

7. If a Board is to carry out an adequate policy of dealing with its candidates it means *the appointment of an officer who will make this work his primary responsibility.*

For many Boards this work will be sufficiently heavy to require full time of a Secretary with such clerical assistance as may be necessary. For the Boards which do not require the full time of a Secretary to care adequately for its candidates, he should be expected to make the candidate work his first responsibility. And if anything is to be neglected it should not be the work with the candidates. I do not believe that we shall ever bring the candidate work up to the point where there will be an approximate balance of the supply and demand without such a Secretary. So much importance do I attach to his work that I shall venture to present in some detail my conception of his function and work.

a. He should be a Secretary in full standing—not an assistant or a clerk—but an officer having all the authority and prestige which goes with the office of a Secretary of his Board.

b. So far as relationship in the organization of the Board is concerned, I believe he should be related to the Department of Foreign Administration. If he is to meet his responsibility to candidates, he must be familiar with the work in every mission field—even to the details of work in the different stations. Without such knowledge he will be unable to interpret the work on the field to candidates on the basis of progressive and changing needs in different missions, and to advise them as to preparation necessary. He will not be able to keep abreast of these problems and render the helpful advice to the candidates if his time and attention are occupied with the intensely absorbing work of the cultivation of the home churches and plans for raising the annual budgets of the Board.

c. He should be an authority on the present and future demands of the Board's Missions in different countries. This knowledge must be intimate and detailed, as to the probable growth and expansion of the work in all stations of the different missions, including probable retirements of missionaries and increases in the staff, and the new workers which will be needed in the future and the character of work which they will be expected to undertake. He must be so far ahead in knowledge of this kind that he can advise candidates in the early stages of their preparation on the basis of work which will open some years ahead.

d. He should be an authority on the problems of preparation; one who is fully able to advise candidates as to courses

which will fit them for different phases of work, for work in different countries; and the special preparation required for work among people of different religions.

*e.* He should be familiar with the schools at which missionaries are to be trained. Not only the theological seminaries and colleges and training schools of his own denomination, but other institutions which are equipped to train missionaries for different kinds of work. He must know where the best courses on different subjects are being offered, and the characteristics of different institutions.

*f.* He should be familiar with the supply of candidates and in due time should become personally acquainted with the men and women in process of training. This knowledge will help to prevent many of the mistakes which are made in putting square men into round holes, and will enable him to know where to find candidates when emergencies arise on the field.

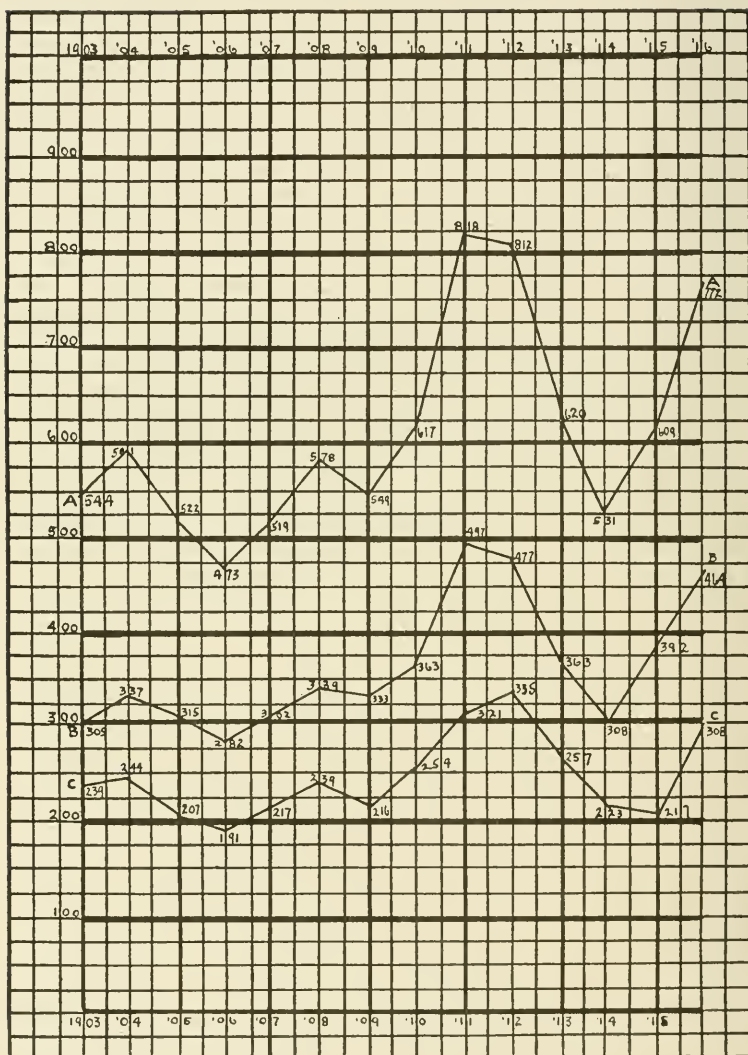
*g.* He should become an expert on vocational guidance, helping applicants to decide for what kind of work they should prepare—evangelistic, medical, educational, etc. He will also develop the capacity of turning men and women into active Christian service at home who are not fitted and can never be fitted for foreign missionary service.

*h.* It goes without saying that such a secretary should recognize in this work a God-given opportunity to serve the Kingdom through the men and women with whose training for missionary service he will have so much to do.

It may be objected that I have presented an impossible ideal. It is my conviction, however, that when our Boards set themselves to the solution of this problem, it will be found that what I have said is far from adequate. Then it will be seen how great the work and wonderful the opportunity for service which the office of Candidate Secretary holds for the men and women who enter upon it with a sense of mission and refuse to be turned aside from it.

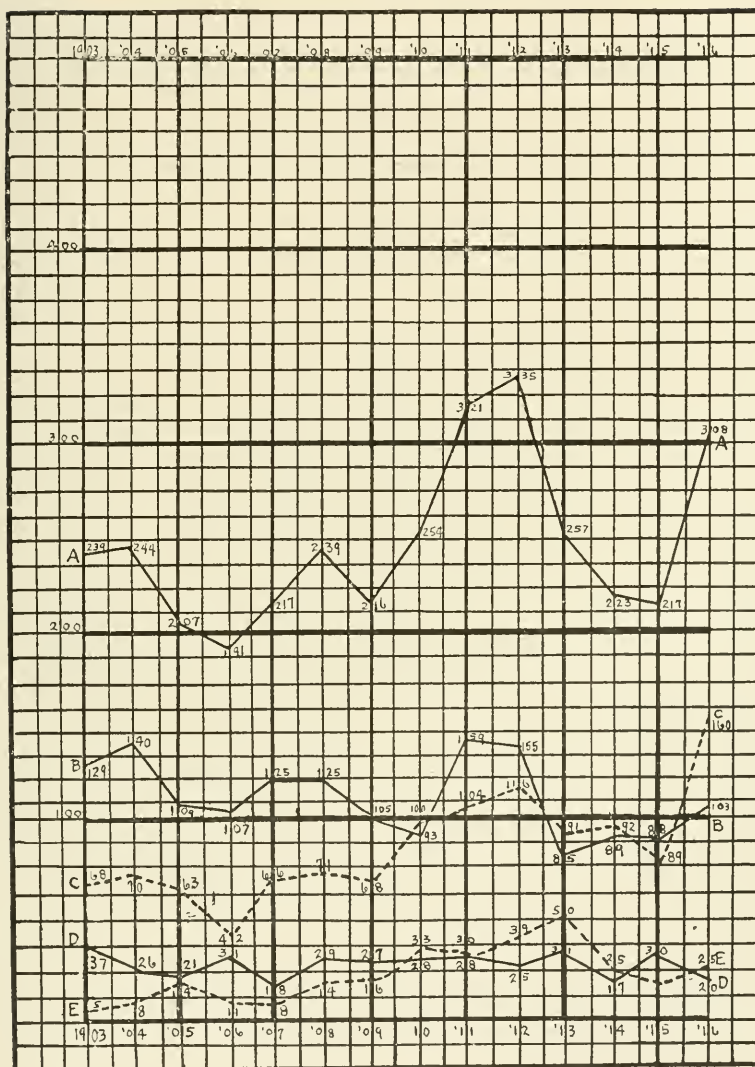
Some may object to the proposal because of the expense—and to do properly what I have suggested will increase the expense of administration. But it should be kept in mind that money expended in securing, training and testing missionary candidates before they are sent to the field will save money later. If we can reduce the number of misfits and consequently the number obliged to return home, and produce greater and more satisfactory results on the mission field, the money spent in maintaining an efficiently conducted work for candidates will be wisely used.

CHART I  
NEW MISSIONARIES SENT OUT, 1903-1916



- A. Entire Total.  
B. Total Women.  
C. Total Men.

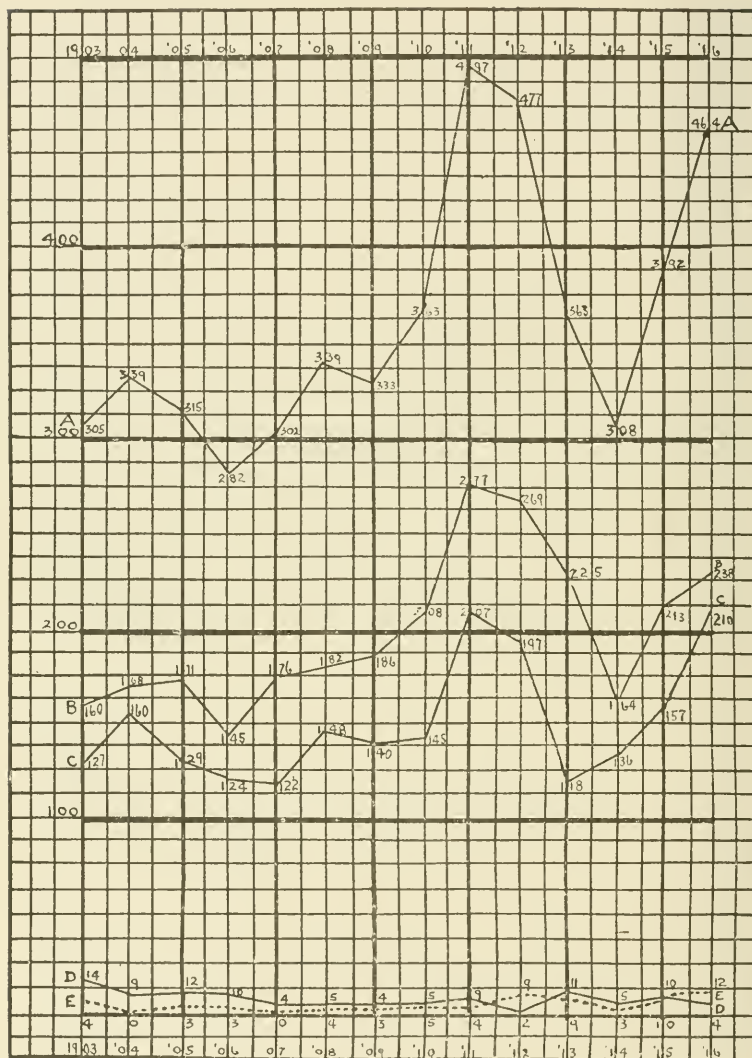
# CHART II MEN MISSIONARIES SENT OUT, 1903-1916



Scale two times that of Chart I.

- A. Total Men.
- B. Ordained Men.
- C. Total Laymen.
- D. Doctors.
- E. Y. M. C. A. Secretaries.

# CHART III WOMEN MISSIONARIES SENT OUT, 1903-1916



Scale two times that of Chart I.

- A. Total Women.
- B. Unmarried Women (not including Doctors and Y. W. C. A. Secretaries).
- C. Married Women.
- D. Doctors.
- E. Y. W. C. A. Secretaries.



# CHART IV

TOTAL MISSIONARIES SENT OUT BY THE VARIOUS DENOMINATIONAL  
AMERICAN AND CANADIAN BOARDS AND SOCIETIES, 1903-1916

<i>Men</i>	1903	1904	1905	1906	1907	1908	1909
Ordained .....	129	140	109	107	125	125	105
Laymen .....	68	70	63	42	66	71	68
Doctors .....	37	26	21	31	18	29	27
Y. M. C. A.....	5	8	14	11	8	14	16
Total .....	239	244	207	191	217	239	216
<i>Women</i>							
Unmarried .....	160	168	171	145	176	182	186
Married .....	127	160	129	124	122	148	140
Doctors .....	14	9	12	10	4	5	4
Y. W. C. A.....	4	0	3	3	0	4	3
Total .....	305	337	315	282	302	339	333
Grand Total ..	544	581	522	473	519	578	549
<hr/>							
<i>Men</i>	1910	1911	1912	1913	1914	1915	1916
Ordained .....	93	159	155	85	89	88	103
Laymen .....	100	104	116	91	92	81	160
Doctors .....	28	28	25	31	17	30	20
Y. M. C. A.....	33	30	30	50	25	18	25
Total .....	254	321	335	257	223	217	308
<i>Women</i>							
Unmarried .....	208	277	269	225	164	213	238
Married .....	145	207	197	118	136	159	210
Doctors .....	5	9	2	11	5	10	4
Y. W. C. A.....	5	4	9	9	3	10	12
Total .....	363	497	477	363	308	392	464
Grand Total ..	617	818	812	620	531	609	772

## CHINA INLAND MISSION'S METHOD OF DEALING WITH CANDIDATES<sup>1</sup>

BY REV. HENRY W. FROST, DIRECTOR

In this paper are set forth the methods which the China Inland Mission has adopted for use in dealing with its candidates. Much of what is stated has no application apart from our own work. The China Inland Mission, being interdenominational in character and believing in the use of not only ordained men, but also of those who are not ordained, occupies a unique position, and, hence, some of its methods are peculiar and non-applicable to Missions otherwise situated. The purpose of this paper, therefore, is not to erect an ideal which is supposed to constitute a general standard or to hold up a pattern which is believed should be universally copied; it is simply to describe a system which has proved valuable to this Mission and which may prove at least suggestive to those interested in the subject of missionary methods.

The China Inland Mission, in seeking for candidates, rarely makes direct solicitation for offers of service. It takes this course, first, because it does not desire to divert from the regular denominational channels any men or women who should naturally and rightfully offer to the Boards; and, second, because it prefers to deal only with those with whom the Lord has especially dealt in respect to the Mission in order to make sure that those who offer to us are such as God Himself would have united with us. The Mission holds public meetings and circulates literature, and by these means it presents in a general way the need of service in China; but here it stops, waiting for individuals to take the first step in offering to it. This procedure, so far as we are concerned, seems to have received the divine blessing, for the Mission in past years has received a large number of applications from both men and women, and has been permitted to select from these a considerable number of well-qualified missionaries, our existing membership at home and abroad numbering now a total of 1,050 persons. Among these missionaries there have been some who have passed through colleges and seminaries, a lesser number who have had medical training, and more who have had a high school education, together with a thorough training in the English Bible.

A candidate having offered to the Mission either in person or in writing, is requested to read—in order to inform himself

<sup>1</sup> A paper read at a conference of candidate secretaries held in New York by the Student Volunteer Movement.

concerning the Mission—the following books: “The Handbook of the China Inland Mission”; “A Retrospect,” by Rev. J. Hudson Taylor; “The History of the China Inland Mission,” by Marshall Broomhall, M.A., and “The Spiritual Condition of the Heathen,” by Henry W. Frost. At the same time the applicant is asked to prepare a letter in his own handwriting and phraseology, which will give the following information: name, address, age, occupation, general physical condition, degree and kind of education, time and manner of conversion, opportunities realized for systematic Bible Study and for active Christian service, length of time that service abroad has been in mind, motive for offering for work in China, any obstacles which may exist, and such further particular information as may help to give a full and clear view of the case. When this letter is received, if the case is promising, two papers are sent to the candidate; first, the “Principles and Practise of the China Inland Mission”—which sets forth under fourteen articles what the Mission represents and requires—and second, “The Question Paper,” which enquires fully and particularly concerning the details of the applicant’s life and service. When these papers have been returned, duly filled out, they are carefully studied by the Mission Officials in order that it may be determined, up to this point, if any obstacles exist. In the event of the case being considered favorable, a “Physical Examination Paper” is sent to the candidate, a part of which he fills out and the rest of which is filled in by a physical examiner of the applicant’s own choosing. This paper is then returned to us, and, if it presents any doubtful aspects, it is presented to the Mission’s examining physician for his advice. In case the correspondence is still favorable, a “Doctrinal Paper” is sent to the candidate, with the request that he fill out the answers to its seven leading questions in his own phraseology, with proof texts attached. As the Mission is interdenominational, the questions asked do not touch upon the subjects of the ordinances or of church government; but, as the Mission is strictly evangelical, they require replies in respect to all of the fundamentals of the Christian faith. This paper, when it is received, is given very careful and prayerful consideration, the Mission deeming it highly important that only those should be accepted for service who will present to the Chinese the Gospel of Christ in its fulness and purity. In the event of the “Doctrinal Paper” proving satisfactory, there is sent to the candidate a “Referee Paper,” which asks for the names of five referees, inclusive of the applicant’s pastor. When this paper has been received, “Referee Blanks” are sent to the persons whose names have been given. In due course, these papers being

returned, the replies are closely examined. When the Mission has reached this point, it has come to the end of its examination of the candidate by means of correspondence. It may be added, in usual circumstances, that no haste has been taken in pursuing the correspondence, but on the contrary, that it has been purposely lengthened out so as to secure the two ends of using the utmost care and of testing the prayerfulness, patience and steadfastness of the applicant.

In case the correspondence with the candidate, in whole and in detail, has proved satisfactory to the Mission officials, a letter is sent to the applicant asking him to come to the Mission Home—either at Toronto or Germantown—for a residence of a month or more. This course is taken for four several and separate reasons: first, that the candidate may be physically examined by the Mission physician; second, that he may be tested in the study of the Chinese language, the 214 radicals and four to six lessons in Baller's Primer being taught by a returned missionary who may be resident in the Home; third, that he may become fully and closely acquainted with all the Mission stands for both at home and abroad; and finally, that the officials of the Mission may become personally and intimately acquainted with the individual. This residence in the Home constitutes the final test which is made in each case, and, while the correspondence has been thorough, this is no less than drastic. The candidate is made to feel at home, and he is left—apart from his Chinese studies—to live out his own life as is pleasing to himself; but all of the time those who are in charge of the Home are quietly studying his character, from every possible standpoint, and are seeking to determine whether the stranger in their midst is truly called and prepared by the Spirit for the important service which he desires to render. If at any time during the month it is concluded that the candidate is not prepared for life and work in China he is told this as sympathetically as possible, but frankly and positively, and arrangements are made for his returning to his home. If, on the contrary, he commends himself to all concerned, a meeting of the Mission Council is called, these brethren review the correspondence in the case, they have an interview and prayer with the candidate, and such a decision is reached as seems to be indicated by the guidance of the Lord. In this last case, if the candidate is accepted, he is told this, arrangements are made for him to return to his home, the matters of dentistry, vaccination and outfit are ultimately attended to, and finally, arrangements are made for his departure, together with other accepted candidates, for China. It may be well to add that a missionary thus chosen goes to the field with the understanding that he is a probationer for

two years, and, that at the end of that time, the Mission will have the privilege of reviewing his case, on the basis of his language examination and the success of his service. For the first winter in China the candidate is required to reside and pursue his studies in one of the Training Homes which have been established in the interior.

It may be helpful to say, in respect to all of the above, that the course which has been outlined has proved most profitable both from the standpoint of the candidate and from that of the Mission. As related to the candidate, it has assisted him in discovering the will of God concerning himself, and many have been the men and women who have thanked us for our thorough dealings with them, even though such has meant rejection; and as related to the Mission, it has gone far to eliminate those who were not spiritually worthy, or, if worthy, were not physically or educationally prepared for the service in view. The single part of the process of requiring a test in the study of the Chinese language has proved highly beneficial, for it has saved the Mission thousands of dollars by setting those aside who, whatever their education, did not have retentive memories and did not possess what is known as "the linguistic knack." In particular, the requirement which the Mission makes of residence in the Home has proved of inestimable value, for it has not only given opportunity to base decisions upon close acquaintanceship, but also it has brought the candidate, in critical days, under quieting and strengthening influences, which have gone far to prepare him for the severe ordeal of life and service in China.

Allow me to state, finally, that the China Inland Mission, in dealing with candidates, puts emphasis upon the spiritual rather than upon the higher educational. This does not mean that the Mission does not value higher education, for it recognizes that this is always helpful, and, for some work in China, absolutely necessary; but it does mean that it is deeply convinced, whether the education be less or more, that spirituality is simply indispensable to a successful missionary service. Its method of dealing with candidates, therefore, has this end in view and is so devised as to permit this being made the central and final test of consideration and acceptance. In other words, the Mission has for its object the securing of missionaries, of men and women who are spirit-filled, which in its estimation stands for persons who are devoted to the person of Christ, who are students of the Word and are prayerful in Spirit, and who are constantly sane, humble, loving, sacrificial and steadfast. Such missionaries, we have good reason to know, will be used of God in saving souls, and even in testing times will never be put to shame.





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